

city of PALM COAST FLORIDA

MEASURING RESULTS FISCAL YEAR 2014



Find Your Florida

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Leaders at the Core of Better Communities

This
Certificate of Distinction

is presented to

Palm Coast, FL

for exemplifying the standards established by the ICMA Center for Performance Analytics™ in the application of performance data to local government management, including training, verification, public reporting, planning and decision making, networking and accountability.

Presented at the 100th ICMA Annual Conference
Charlotte/Mecklenburg County, North Carolina
15 September 2014

A handwritten signature in black ink, appearing to read 'Robert O'Neill Jr.'.

ROBERT J. O'NEILL JR.
ICMA EXECUTIVE DIRECTOR

A handwritten signature in black ink, appearing to read 'Simon Farbrother'.

SIMON FARBROTHER
ICMA PRESIDENT

A handwritten signature in black ink, appearing to read 'Randall H. Reid'.

RANDALL H. REID
DIRECTOR OF PERFORMANCE INITIATIVES
ICMA CENTER FOR PERFORMANCE ANALYTICS

Introduction

City Council



(as pictured, left to right)

David Ferguson, Council Member District 2, **Jason DeLorenzo**, Council Member District 3, **Jon Netts**, Mayor (center), **Bill Lewis**, Council Member District 4 , **Bill McGuire**, Council Member District 1

The council-manager form of local government combines the strong political leadership of elected officials in the form of a council with the strong managerial experience of an appointed local government manager.

The Mayor and City Council members act as the political head of the city. They are responsible for setting policy, approving the budget, determining the tax rate, and formulating broad long-term policies that outline the City's public function. The manager is appointed by City Council to carry out policy and ensure that the entire community is being served. The manager makes policy recommendations to the council, but the council may or may not adopt them and may modify the recommendations. The manager is bound by whatever action the council takes.

City of PALM COAST

our vision

To be recognized as one of Florida's premier cities in which to live, work and play

our mission

To provide our residents, visitors, and business community with exceptional government services in order to improve the quality of life, grow the local economy, and protect the natural environment through a planned, integrative approach using available technology

our values

Pride - Passion in working together for a better tomorrow
Accountability - Accept responsibility for our actions and decisions
Leadership - Courage to shape our City today and into the future in a transparent manner
Motivated - Seek continuous improvement in all services
Collaborative - Dedicated to building partnerships that address community concerns and needs
Ownership - Responsible for our actions and inactions
Achievement - Seek excellence in all that we do
Stewardship - Protectors of our natural environment
Trust - Mindful of our responsibility, we pledge to use taxpayer resources (time, talent, money) efficiently

CORE BELIEFS



Find Your Florida

City of PALM COAST

LONG TERM GOALS

Goal 1 - Expansion

To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment

Goal 2 - Economic

To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values

Goal 3 - Finance

To leverage our financial strengths while ensuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses

Goal 4 - Environmental

To blend our residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife

Goal 5 - Quality of Life

To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events

Goal 6 - Workforce Talent

To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities

Find Your Florida



City of PALM COAST

PROSPERITY 2021

City and Region

Make Our City Attractive and Competitive

Let the Secret Out

Ongoing

- Coordinate and Promote Local Events
- Geocaching Program
- Pedestrian/Bicycle Master Plan Implementation
- Florida Agricultural Museum Support
- Designation of Great Florida Birding Trail
- Non-Governmental Website w/Social Media
- Branding/Marketing Strategy & Program
- Sporting Events Attraction/Marketing

New

- Secure Large Venue for Special Events
- Blueways Map and Guide
- Trail Wayfinding and Signage

Celebrate our Diversity

Ongoing

- Cultural Grants
- Annual Multi-Cultural Event for All Groups
- Minority Business Assistance

Invest in Capital Projects

Ongoing

- Aggressively Pursue Grants
- Expand Fiber Optic Network
- Water Reuse System Expansion
- Coquina Coast Desalination Project
- Expand Transportation Network

New

- Wireless Access Program
- Promote Natural Gas Availability

Assist our Small Businesses

Ongoing

- Support our Partners (SCORE and SBDC)
- Business Assistance Center
- Business Services Web Portal
- Business Spotlight

Make Business Sense (Cents)

Ongoing

- Simplify and Streamline Development Processes
- Flexible Impact Fee Payment Program
- Local Preference Purchasing Policy
- Procurement Outreach and Assistance

Encourage Job Creation

Ongoing

- Comprehensive Incentive Program (Multiple Incentives)
- Airport Area Master Plan and Incentive Zoning Overlay
- Partnership with Flagler County Economic Opportunity Dept.
- Involvement with Regional EDOs (Conerstone)

New

- Impact Fee Deferral/Forgiveness Program
- Economic Gardening
- "Incentivization"
- Form Development Agreement for Business Parks
- Business Park Partnership Program

Neighborhoods

Our Primary Focus

Keep Palm Coast Beautiful

Ongoing

- Responsive Code Enforcement
- Rental Registration Program
- Foreclosed and Abandoned Properties Program
- Beautification Recognition Program

New

- Neighborhood Signs, Gateways, and Medians
- Neighborhoods Assessment and Plan

Encourage Home Ownership and Reinvestment

Ongoing

- Neighborhood Stabilization Program
- Community Development Block Grant Program

New

- Get a Neighbor, Get a Perk Program
- Welcome Home Program

Provide Quality Services

Ongoing

- Quality Water and Wastewater Utility Services
- Quality Fire, Police, and Emergency Medical Services
- Quality Schools
- Stormwater Services
- Road Resurfacing Program

Districts

Create Great and Vibrant Places

Downtown District

Ongoing

- Continue to use as Venue for Public and Special Events
- Additional Central Park Improvements

New

- Identify Alternate Options for Venues as Downtown Develops
- Future Trolley/Transit Links
- CRA Funds to Incentivize Job Growth/Entertainment Uses

Commercial Districts

Ongoing

- Brownfields Program
- Continue to Engage Property Owners
- Continue FiberNet Expansion
- Continue to Promote Trail Network

New

- Engage Business/Property Owners
- Utilize Pole Banners to Establish Identity
- Upgrade Entrance at U.S. Highway 1
- Pedestrian Improvements
- Redevelopment Planning
- Old Kings Road Projects
- Engage Daytona State College about Growth Opportunities
- Form Business Park Development Agreement/Special Overlay
- Marketing Assistance for Economic Development

Business Districts

Ongoing

- Brownfields Program
- Assist with Wetland Mitigation Permitting
- Dialogue with Property Owners
- Airport Area Master Plan and Incentive Regulations

New

- Form Business Park Development Agreement/Special Overlay
- Pursue Heavy Industrial Zoning of Additional Areas
- Pursue Creation of Master Drainage Facilities
- Pursue CDBG Grants for Infrastructure
- Marketing Assistance for Economic Development
- Extend FiberNet
- Special Area Master Plan



What is Performance Management?

The Government Finance Officer's Association (GFOA) defines performance management as *"an ongoing, systematic approach to improving results through evidence-based decision making, continuous organizational learning, and a focus on accountability for performance."* We believe performance management should be integrated into all aspects of management and policy-making decisions, focusing on achieving improved results for the public.

MEASURING PERFORMANCE

Measuring performance means monitoring and tracking actions taken in order to improve results. These results enable City Council and managers to recognize success, identify problem areas and to respond with appropriate actions in order to better serve the public.

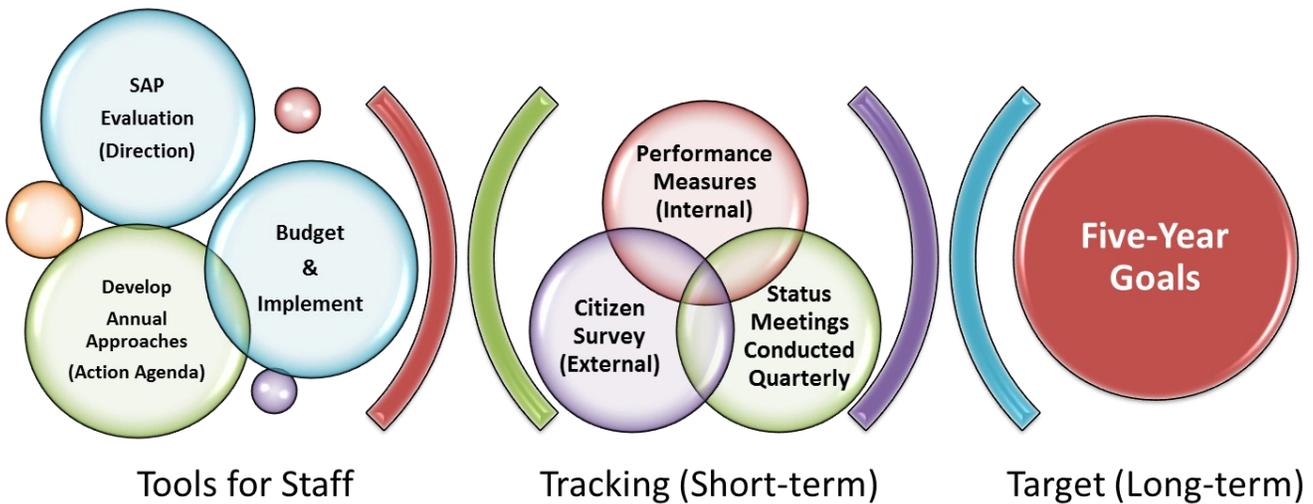
The City's eight (8) departments which include, Administration, Finance, Community Development, Fire, Public Works, Parks & Recreation, Engineering & Stormwater and Information Technology have all been assigned performance measures. Some examples of service areas included in the performance measures are permitting and inspections, code enforcement, records retention, facility inspections, water conservation, stormwater maintenance and system improvements, Capital project management, fiscal responsibility, fire safety, parks maintenance and recreational programs.

In order to be successful at performance management the City of Palm Coast uses an approach that includes planning for results, tracking those results and reporting the results. This approach was highlighted at the 2014 ICMA Annual Conference by a staff member invited to participate as an ICMA Conference Presenter.



IMPLEMENTING A VISION

The City has implemented a performance measurement process which includes an annual review of the City's Strategic Action Plan. Performance measures are tracked throughout the year and results are reported to City Council quarterly. This performance management process goes full circle each year. This process allows City Council, with the help of management, to address issues and make changes as needed each year to ensure City Council's goals are met..



In previous years, departments tracked accomplishments on their own and their progress was reported in the Annual Budget Book and the Annual Progress Report. The information however, lacked detail, consistency and uniformity and as a result a new performance measurement process was born. A new electronic input application was developed allowing departments to better track results over the course of the year. The program was developed by a group of employees through a team approach and the development of the program was overseen by the City Manager. This new process has taken performance management to a new level for the City. Through the development of an electronic performance measurement and reporting system, progress can be monitored towards aligning department services and programs with City Council's Strategic Action Plan.

The results of each department's performance measures as well as other accomplishments will be provided in this document. The focus on measuring results is not solely on what was accomplished but also includes a brief discussion about measures which were not completed and the reasons why.



PLANNING FOR RESULTS

Planning for Results



PROCESS EVALUATION

Staff, consisting of the City Manager, Finance Director, Budget & Financial Analyst and the City Administration Coordinator who is responsible for overseeing the Strategic Action Plan process, meet annually to review the performance management process. This evaluation is done after the end of the fiscal year and allows for sufficient time to implement changes for the following year. The overall process has been enhanced (red arrows) to incorporate a stronger relationship of the citizen survey and annual director evaluations.



CITIZEN SURVEY

The citizen survey is conducted annually by International City/County Management Association (ICMA) and National Research Center, Inc. (NRC). The survey is customized and developed in coordination with City staff and is mailed out randomly to 1,200 households. The typical response rate is 39% or 426 responses. The results are statistically weighted to reflect demographic composition and a 5% margin of error is used to compare results.

The purpose of the annual citizen survey is to assist with the annual assessment of the Strategic Action Plan process for the implementation of the City’s Long-term Vision and to provide a statistically valid overview of resident opinions about the quality of life, City services, civic participation and issues of local interests. Benchmark comparisons are used to compare results with other municipalities and Year to Year Comparison is used to identify “strategically significant” changes

ANNUAL DIRECTOR EVALUATIONS (ACCOUNTABILITY)

At the start of the calendar year and before the preparation of the new budget year begins, each department head receives an annual performance evaluation. The evaluation is comprised of the results of the Annual Progress Report, the budget results for the previous fiscal year, the annual citizen survey results and a self evaluation. The information is compiled and presented to the City Manager and during the evaluation a discussion takes place to help the department head plan for the following budget year and to ensure the department objectives are met. This time line allows for proper planning for necessary adjustments to the future performance of the department.

ANNUAL STRATEGIC ACTION PLAN REVIEW

Each year City Council reviews the objectives and strategies incorporated into the existing Strategic Action Plan and makes revisions as needed. This is done after the results from the previous year have been presented. This information enables City Council and managers to recognize success, identify problem areas and to respond with appropriate actions in order to better serve the public.

During the annual strategic action plan review, City Council priorities are identified. Strategies are developed to ensure that City Council priorities are addressed and progress is reported back to City Council members on a quarterly basis.

DISCUSSION AND DEPARTMENT FEEDBACK

After the annual strategic action plan review is complete each department meets with the City Manager to review their performance measures. During the review, a discussion takes place about which measures from the current year will carry forward to the following year. In addition, staff works together with the City Manager to develop new performance measures to help ensure a forward movement continues towards the overall goal as described in the Strategic Action Plan. Staff is given the opportunity to provide input on new measures however the City Manager ultimately makes the decision as to which measures the department will receive. This review process is complete before the end of the fiscal year and the new measures become effective at the start of the new fiscal year.

PROCESS COORDINATION

The Budget & Financial Analyst is responsible for coordinating the departmental quarterly review of the performance measures. This is incorporated into the quarterly budget review process. The Budget & Financial Analyst assists staff with technical issues as it relates to the electronic input application, provides ongoing training to staff and also helps departments with general questions related to their performance measures and progress reports.

MANAGEMENT RESPONSIBILITY

Management is responsible for ensuring the department's success as it relates to performance measures. Each department head reports progress to the City Manager. If issues are identified, the quarterly meetings allow for changes to be made quickly to ensure future success. Lack of progress relating to performance measures will reflect in the Department Head's annual performance evaluation.

TRAINING AND STAFF SUPPORT

Supporting staff receives hands-on training on an annual basis as it relates to inputting data into the performance measurement system and providing the performance measure report to management. A user guide was developed and is available to staff. As new staff is hired into a position that handles the performance measure input for the department, one-on-one training is provided to the employee. Ongoing support is also provided to all employees throughout the year. In 2014 the annual training included additional emphasis on why performance measures exist. The goal was to provide support staff with a stronger understanding of the importance of the work they are doing. Departments are required to have a minimum of two employees trained for performance measure input. Training is maintained by both employees related to performance measure input and reporting.

In addition to training, staff has access to a “Budget Center” which provides links to commonly used documents such as the Annual Progress Report, the Strategic Action Plan and the Annual Budget Book. The Budget Center also contains quick access to the performance measure report by department. The link to the performance measure input application, which can also be accessed through the Budget Center, recognizes the users network login, therefore eliminating the need for additional logins and passwords. Emphasis continues to be placed on making the process of measuring performance as easy as possible for staff in an effort to allow for further expansion of this process in the future. A more streamlined data collection process means more time to measure performance and track results.

EMPLOYEE SURVEYING

Surveying has allowed the City to identify, through the “Boost All Morale (BAM) Team”, what makes an employee feel appreciated. The results of the 2012 survey provided guidance to the Team as to what initiatives to begin. Another survey in 2014 provided results to show the success of those initiatives. This information continues to guide the teams future initiatives.

In 2014 the City conducted an annual survey to all City employees, The focus of the survey was largely on training. Included were questions about the amount of training the employee has already received and the type of training the employee wishes to receive in the future. The results will drive future training initiatives.



TRACKING RESULTS

Tracking Results

DATA COLLECTION

Each department has created a data collection system that works best for their staff, however one staff member per department is ultimately responsible for inputting the results of the measures into the electronic input system.

Many performance measures apply to day to day operational goals. For example, one performance measure states vendors will be paid within 45 days of receipt of their invoice. Another states that all city parks will be inspected on a monthly basis. Each department tracks these measures differently and the electronic input system allows flexibility in how the results are measured.

There are currently 4 methods of input type:

1. Entered percentage is used to show a percentage complete. The user determines the percentage complete and inputs it.
2. Calculated percentage is used when you need to record the number of attempts and the number of successes. The system calculates the percentage for you.
3. Unit measured is used when your goal is to complete a specific number of items for the year. Each time you input a unit complete the system calculates the percentage for you.
4. YES/NO is used for single task measures that simply are complete or are not.

Other measures expand over the course of a year or more in order to develop and implement processes or to complete design and construction of a project. Often, these types of measures will be incomplete at the end of the fiscal year and will therefore carry over into the following year.

Each measure is driven by an approach, an objective and ultimately by a goal. The performance measure input system tracks the individual progress of each measure but also takes these results and calculates the progress being made towards the overall goal. This tracking system allows City Council to get a better view of the overall progress being made.

INTERNAL DATA AUDITING

Internal auditing, among the department, is to be completed before the results are submitted to the City Manager. A brief audit is also conducted by the Budget & Financial Analyst as well as by the City Manager for integrity of the data being reported. This process helps eliminate the possibility of incorrect data being released to City Council as well as to the public. Ultimately each department head is responsible for the accuracy of the data that is being reported and issues with data will reflect in the Director's annual performance evaluation.

KEY OUTCOME MEASURES

Many departments have measures related to reaching a specific outcome within a designated amount of time. These measures include things like the maintenance of city facilities, securing abandoned structures, issuing permits, completing survey requests and paying vendors. Each year a target is determined and progress towards the target or key outcome, is monitored. At the end of the year the results are produced and compared to previous years. These results are available in the reporting results section of this document and are also presented in the annual budget document within the appropriate department's section. The key outcome or target is determined each year for the next year during budget preparation time in order to ensure the proper resources are allocated.



REPORTING RESULTS

Reporting Results

QUARTERLY REPORTS

Each department head is expected to provide a progress report to the City Manager each quarter. These reports are due one month after each quarter ends. The progress reports are incorporated into the quarterly budget review meeting. These meetings allow the City Manager to review progress that is being made and also to discuss areas of concern where progress may be lacking. The City Manager is also able to identify problem areas well in advance and make adjustments as needed to ensure the City's success in achieving the six goals set forth in the Strategic Action Plan.



In an effort to improve individual skills within our workforce, the City is implementing objectives and strategies to achieve goal six related to workforce talent. One way this is being accomplished is by using a “team” approach. In addition to departments, teams are also expected to provide a quarterly progress report to the City Manager. Quarterly reporting allows the City Manager to ensure the team is on track and make adjustments as needed throughout the year. Our teams help address issues such as safety, employee training and boosting employee morale.

YEAR-END REPORT

At the end of each fiscal year, a progress report meeting takes place between each department head and the City Manager. In addition to reviewing the final budget results, each department compiles a list of major accomplishments from the year and includes them in the end of year report. These accomplishments are later included in the Annual Progress Report to City Council.

ANNUAL PROGRESS REPORT TO CITY COUNCIL

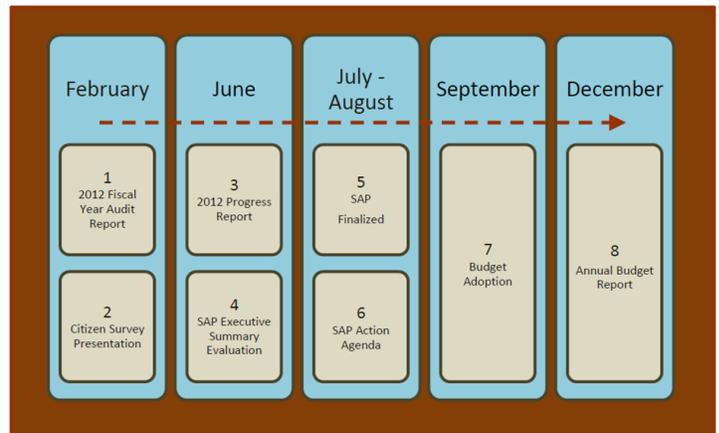
A team of employees works to convert the information from the year-end reports into a format that is easy to read, engages the reader and highlights the City's major accomplishments for the year. Included in the report are pictures, awards and brief summaries of accomplishments by goal, continuing once again to drive home the City's Strategic Action Plan. The report is available to the public through the City's website at <http://www.palmcoastgov.com/progress-report>.

ANNUAL BUDGET BOOK

In addition to the Annual Progress Report, the City publishes an Annual Budget Book which is available to the public electronically through the City website at <http://www.palmcoastgov.com/government/finance/budget>. A paper copy of the book is also available at the Utility Department, the Community Center, City Offices and at the local public library.

The Budget Book includes information on the approved budget for the upcoming year as well as performance measure results from the previous fiscal year. These performance measure results are highlighted in the department section of the budget document.

In addition to performance measure results, the budget document also includes a comparison of utility rates and millage rates as they compare to other surrounding areas.



CITY COUNCIL AGENDA ITEMS

When an item is taken to City Council for approval or for presentation purposes and is related to a City Council goal or objective, the Strategic Action Plan is referenced in the agenda item information that City Council will receive in preparation of the workshop or business meeting. This process provides both the public and City Council with assurance that the decisions being made by management are being driven by the strategic action plan goals and objectives.



CITIZEN SURVEY

Citizen Survey Results

BACKGROUND

Since 2002 the citizen survey has been conducted annually by International City/County Management Association (ICMA) and National Research Center, Inc. (NRC). The survey is customized and developed in coordination with City staff. The survey is mailed out randomly to 1,200 households and the typical response rate is 39% or 426 responses. The results are statistically weighted to reflect demographic composition and a 5% margin of error is used to compare results.

PURPOSE

The purpose of the annual citizen survey is to assist with the annual assessment of the Strategic Action Plan process for the implementation of the City's Long-term Vision and to provide a statistically valid overview of resident opinions about the quality of life, City services, civic participation and issues of local interests. Benchmark comparisons are used to compare results with other municipalities and Year to Year Comparison is used to identify "statistically significant" changes

GOALS

The goal of the citizen survey is to identify strengths and weaknesses and to assist the City in planning, allocating resources and evaluating programs for improved services, more civic engagement, better community, quality of life and stronger public trust.

FOCUS

- √ Community Quality
- √ Community Design
- √ Environmental Sustainability
- √ Public Safety
- √ Recreation and Wellness
- √ Community Inclusiveness
- √ Civic Engagement
- √ Public Trust

EVALUATING THE RESULTS

The Citizen Survey is conducted in the fall each year and results are usually received in December. Once the annual citizen survey results are received, they are first reviewed by the Strategic Action Plan team for anomalies or areas of concern within the report itself. Once this is complete, a presentation of the data is prepared for the department directors. The department directors receive the results several weeks before their annual performance evaluation in order to prepare for discussions that will possibly take place to address any areas of concern. The Citizen Survey results are just one component of the each department director's annual performance evaluation.

The Citizen Survey results are also tied in to the Annual Progress report which goes to City Council in February or March of each year. The information in the Annual Progress Report to City Council is organized by goal and appropriate survey questions are tied to the results being presented. This once again allows City Council to see a comprehensive look at the results of the previous year and make necessary adjustments for the following year.



THE NCSTM
The National Citizen SurveyTM

Palm Coast, FL

Trends over Time

2014



NRC

National Research Center Inc

2955 Valmont Road Suite 300
Boulder, Colorado 80301
n-r-c.com • 303-444-7863

ICMA

Leaders at the Core of Better Communities

777 North Capitol Street NE Suite 500
Washington, DC 20002
icma.org • 800-745-8780

Summary

The National Citizen Survey™ (The NCS™) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The survey and its administration are standardized to assure high quality research methods and directly comparable results across The NCS communities. The NCS captures residents' opinions within the three pillars of a community (Community Characteristics, Governance and Participation) across eight central facets of community (Safety, Mobility, Natural Environment, Built Environment, Economy, Recreation and Wellness, Education and Enrichment and Community Engagement). This report discusses trends over time, comparing the 2014 ratings for the City of Palm Coast to its previous yearly survey results from 2002 to 2013. Additional reports and technical appendices are available under separate cover.

Trend data for Palm Coast represent important comparison data and should be examined for improvements or declines. Deviations from stable trends over time, especially, represent opportunities for understanding how local policies, programs or public information may have affected residents' opinions.

Meaningful differences between survey years have been noted within the following tables as being "higher" (↑) or "lower" (↓) if the differences are greater than seven percentage points between the 2013 and 2014 surveys, otherwise the comparison between 2013 and 2014 are noted as being "similar" (↔). Additionally, benchmark comparisons for all survey years are presented for reference. Changes in the benchmark comparison over time can be impacted by various trends, including varying survey cycles for the individual communities that comprise the benchmarks, regional and national economic or other events, as well as emerging survey methodologies. If a survey question was not asked it is noted with an asterisk (*).

Overall, ratings in Palm Coast for 2014 generally remained stable. Of the 128 items for which comparisons were available, 104 items were rated similarly in 2013 and 2014, 18 items showed a decrease in ratings and 6 showed an increase in ratings. Notable trends over time included the following:

- In the facet of Economy several features ratings decreased compared to 2013; these features included employment opportunities, cost of living, vibrant downtown/commercial area and businesses and services in Palm Coast. Participants are more positive about their economic outlook however; compared to 2013 more participants believed the economy would have a positive impact on their income.
- While most Education and Enrichment ratings remained stable, several ratings varied compared to 2013. Ratings decreased for cultural/arts/music activities, the availability of affordable quality child care/preschool and adult education opportunities. Ratings increased for City-sponsored special events.
- Several Built Environment ratings increased, including sewer services, storm drainage and land use, planning and zoning. More participants in 2014 than in 2013 did NOT observe a code violation.
- Within Recreation and Wellness, ratings decreased for the availability of affordable quality food and mental healthcare. Also, fewer participants used recreation centers compared to the previous survey.
- Fewer participants reported watching a local public meeting and ratings also decreased for the Community Engagement features of the value of services for taxes paid and Palm Coast welcoming citizen involvement.

The National Citizen Survey™

Table 1: Community Characteristics General

	Percent rating positively (e.g., excellent/good)													2014 rating compared to 2013	Comparison to benchmark													
	02	03	04	05	06	07	08	09	10	11	12	13	14		02	03	04	05	06	07	08	09	10	11	12	13	14	
Overall quality of life	82%	80%	82%	75%	73%	71%	73%	74%	75%	67%	70%	75%	73%	↔	↔	↔	↔	↔	↔	↓	↓	↔	↔	↓	↓	↔	↔	
Overall image	*	*	*	*	*	*	70%	*	77%	71%	69%	67%	66%	↔	*	*	*	*	*	*	↔	*	↑	↔	↔	↔	↔	
Place to live	86%	84%	86%	83%	80%	77%	80%	79%	85%	78%	80%	84%	80%	↔	↔	↔	↔	↔	↔	↓	↔	↔	↔	↓	↓	↔	↔	
Neighborhood	86%	88%	88%	86%	86%	80%	81%	78%	82%	78%	82%	83%	85%	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔		
Place to raise children	69%	75%	72%	70%	66%	60%	61%	60%	73%	63%	71%	73%	68%	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔		
Place to retire	84%	83%	81%	78%	71%	76%	78%	73%	78%	75%	78%	80%	79%	↔	↑↑	↑↑	↑↑	↑↑	↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	
Overall appearance	75%	76%	83%	85%	80%	83%	82%	86%	83%	83%	85%	85%	84%	↔	↔	↔	↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑	

Table 2: Community Characteristics by Facet

		Percent rating positively (e.g., excellent/good, very/somewhat safe)														2014 rating compared to 2013	Comparison to benchmark													
		02	03	04	05	06	07	08	09	10	11	12	13	14	02		03	04	05	06	07	08	09	10	11	12	13	14		
Safety	Overall feeling of safety	*	*	*	*	*	*	*	*	*	*	*	70%	76%	↔	*	*	*	*	*	*	*	*	*	*	*	↔	↔		
	Safe in neighborhood	96%	93%	94%	94%	92%	93%	92%	90%	93%	91%	93%	88%	92%	↔	↑	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔		
	Safe downtown/commercial area	93%	92%	91%	91%	88%	90%	88%	90%	89%	88%	88%	82%	89%	↔	↑↑	↑	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔		
	Overall ease of travel	*	*	*	*	*	*	*	*	*	*	*	72%	67%	↔	*	*	*	*	*	*	*	*	*	*	*	*	↔	↔	
Mobility	Paths and walking trails	*	*	*	*	*	*	49%	53%	61%	70%	73%	78%	81%	↔	*	*	*	*	*	*	↓	↔	↑	↑↑	↑↑	↑	↑		
	Ease of walking	*	*	*	36%	42%	45%	46%	49%	52%	58%	65%	68%	66%	↔	*	*	*	↓	↓	↓	↓	↓	↓	↓	↔	↑	↔	↔	
	Travel by bicycle	43%	41%	46%	33%	42%	45%	45%	49%	54%	65%	69%	64%	70%	↔	↓	↓	↓	↓	↓	↔	↔	↔	↔	↑↑	↑↑	↔	↑		
	Travel by car	51%	37%	22%	16%	20%	39%	41%	50%	62%	57%	71%	69%	62%	↔	↔	↓	↓	↓	↓	↓	↓	↓	↓	↔	↔	↑↑	↔	↔	
	Public parking	*	*	*	*	*	*	*	*	*	*	*	74%	71%	↔	*	*	*	*	*	*	*	*	*	*	*	*	↔	↔	
Natural Environment	Traffic flow	45%	29%	14%	11%	12%	25%	32%	41%	44%	50%	60%	56%	47%	↓	*	*	*	*	*	*	↓	↓	↔	↔	↑	↑↑	↔	↔	
	Overall natural environment	*	*	*	*	*	*	71%	69%	80%	82%	81%	87%	87%	↔	*	*	*	*	*	*	↔	↔	↑	↑	↑↑	↔	↔		
	Cleanliness	*	*	*	*	*	*	*	85%	83%	83%	87%	85%	85%	↔	*	*	*	*	*	*	*	↑↑	↑↑	↑↑	↑↑	↑	↑		
Built Environment	Air quality	*	*	*	*	*	*	79%	*	83%	79%	83%	83%	85%	↔	*	*	*	*	*	*	↑↑	*	↑↑	↑↑	↑↑	↔	↔		
	Overall built environment	*	*	*	*	*	*	*	*	*	*	*	62%	64%	↔	*	*	*	*	*	*	*	*	*	*	*	*	↔	↔	
Built Environment	New development in Palm Coast	*	*	*	48%	47%	53%	63%	61%	63%	56%	53%	42%	41%	↔	*	*	*	*	↓	↓	↔	↑	↔	↔	↓	↓	↓		

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		Percent rating positively (e.g., excellent/good, very/somewhat safe)												2014 rating compared to 2013	Comparison to benchmark														
		02	03	04	05	06	07	08	09	10	11	12	13		14	02	03	04	05	06	07	08	09	10	11	12	13	14	
	Affordable quality housing	*	*	54%	39%	33%	41%	53%	58%	61%	58%	67%	64%	59%	↔	*	*	↔	↔	↓	↔	↑↑	↑↑	↑↑	↑↑	↑↑	↑	↔	
	Housing options	*	*	*	*	*	*	64%	67%	64%	59%	59%	63%	70%	↔	*	*	*	*	*	*	↑↑	↑↑	↑	↔	↔	↔	↔	
	Public places	*	*	*	*	*	*	*	*	*	*	*	60%	65%	↔	*	*	*	*	*	*	*	*	*	*	*	*	↔	↔
Economy	Overall economic health	*	*	*	*	*	*	*	*	*	*	36%	37%	↔	*	*	*	*	*	*	*	*	*	*	*	*	↓	↓	
	Vibrant downtown/commercial area	*	*	*	*	*	*	*	*	*	*	32%	25%	↓	*	*	*	*	*	*	*	*	*	*	*	*	↓	↓	
	Business and services	*	*	*	*	*	*	45%	52%	52%	48%	49%	56%	44%	↓	*	*	*	*	*	*	*	↓	↓↓	↓↓	↓↓	↔	↓	
	Cost of living	*	*	*	*	*	*	*	*	*	*	45%	37%	↓	*	*	*	*	*	*	*	*	*	*	*	*	↔	↔	
	Shopping opportunities	23%	20%	27%	22%	22%	25%	30%	49%	47%	43%	43%	43%	36%	↔	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↔	↓	↓↓	↓↓	↔	↓	
	Employment opportunities	8%	7%	9%	7%	7%	6%	9%	6%	9%	5%	11%	13%	6%	↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	
	Place to visit	*	*	*	*	*	*	*	*	*	*	*	63%	60%	↔	*	*	*	*	*	*	*	*	*	*	*	*	↔	↔
	Place to work	*	*	*	24%	20%	16%	16%	20%	21%	15%	16%	18%	18%	↔	*	*	*	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	
Recreation and Wellness	Health and wellness	*	*	*	*	*	*	*	*	*	*	67%	64%	↔	*	*	*	*	*	*	*	*	*	*	*	*	↔	↔	
	Mental health care	*	*	*	*	*	*	*	*	*	*	44%	31%	↓	*	*	*	*	*	*	*	*	*	*	*	*	↔	↓	
	Preventive health services	*	*	*	*	*	*	43%	47%	56%	53%	60%	58%	56%	↔	*	*	*	*	*	*	↔	↓	↔	↓	↔	↔	↔	
	Health care	*	*	44%	41%	42%	42%	37%	46%	49%	45%	56%	60%	55%	↔	*	*	↓	↔	↓	↓	↓↓	↔	↔	↔	↑	↔	↔	
	Food	*	*	*	*	*	56%	56%	*	60%	55%	58%	64%	51%	↓	*	*	*	*	*	↓	↓	*	↓	↓	↓	↔	↔	
	Recreational opportunities	38%	37%	35%	35%	29%	37%	41%	51%	53%	52%	58%	69%	67%	↔	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓	↔	↔	
Fitness opportunities	*	*	*	*	*	*	*	*	*	*	*	82%	79%	↔	*	*	*	*	*	*	*	*	*	*	*	*	↔	↔	
Education and Enrichment	Religious or spiritual events and activities	*	*	*	*	*	*	*	81%	77%	74%	79%	77%	70%	↔	*	*	*	*	*	*	*	↔	↔	↔	↔	↔	↔	
	Cultural/arts/music activities	40%	46%	*	*	*	*	*	*	44%	40%	43%	49%	41%	↓	↓↓	↓	*	*	*	*	*	*	↓	↓↓	↓↓	↔	↔	
	Adult education	*	*	*	*	*	*	*	*	*	*	58%	48%	↓	*	*	*	*	*	*	*	*	*	*	*	*	↔	↔	
	K-12 education	*	*	*	*	*	*	*	*	*	65%	73%	64%	60%	↔	*	*	*	*	*	*	*	*	*	↔	↔	↔	↔	
Community Engagement	Child care/preschool	*	*	32%	24%	30%	27%	27%	32%	44%	30%	45%	63%	44%	↓	*	*	↓↓	↓↓	↓↓	↓↓	↓↓	↓	↔	↓	↔	↑	↔	
	Social events and activities	*	*	*	*	*	*	*	56%	55%	53%	54%	48%	46%	↔	*	*	*	*	*	*	*	↓	↓	↓↓	↓↓	↔	↔	
	Neighborliness	*	*	*	*	*	*	*	*	*	*	*	52%	53%	↔	*	*	*	*	*	*	*	*	*	*	*	↔	↔	
Openness and acceptance	*	*	*	*	*	*	*	*	75%	65%	68%	62%	65%	↔	*	*	*	*	*	*	*	*	↑↑	↔	↑	↔	↔		

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	Percent rating positively (e.g., excellent/good, very/somewhat safe)													2014 rating compared to 2013	Comparison to benchmark													
	02	03	04	05	06	07	08	09	10	11	12	13	14		02	03	04	05	06	07	08	09	10	11	12	13	14	
Opportunities to participate in community matters	*	*	*	*	*	*	52%	61%	60%	51%	61%	55%	52%	↔	*	*	*	*	*	*	↓↓	↔	↓	↓	↔	↔	↔	
Opportunities to volunteer	*	*	*	*	*	*	*	76%	74%	71%	73%	66%	67%	↔	*	*	*	*	*	*	*	↔	↔	↔	↔	↔	↔	

Table 3: Governance General

	Percent rating positively (e.g., excellent/good)													2014 rating compared to 2013	Comparison to benchmark													
	02	03	04	05	06	07	08	09	10	11	12	13	14		02	03	04	05	06	07	08	09	10	11	12	13	14	
Services provided by Palm Coast	55%	58%	67%	59%	55%	59%	66%	74%	69%	71%	67%	66%	71%	↔	↓↓	↓↓	↓	↓	↓	↓↓	↓	↑	↔	↔	↓	↔	↔	
Customer service	65%	66%	71%	65%	68%	66%	70%	74%	79%	77%	68%	66%	67%	↔	↓	↓	↓	↔	↔	↓	↓	↔	↑	↔	↓	↔	↔	
Value of services for taxes paid	*	*	*	59%	52%	48%	49%	56%	53%	54%	50%	54%	46%	↓	*	*	*	↔	↔	↓	↓↓	↔	↔	↔	↔	↔	↔	
Overall direction	44%	50%	54%	47%	44%	50%	53%	55%	58%	50%	48%	46%	47%	↔	↓	↔	↔	↓	↓	↓	↓↓	↔	↔	↓	↓↓	↔	↔	
Welcoming citizen involvement	56%	56%	61%	49%	46%	50%	42%	47%	48%	45%	39%	48%	38%	↓	↔	↔	↔	↔	↓	↓	↓↓	↓↓	↔	↓	↓↓	↔	↔	
Confidence in City government	*	*	*	*	*	*	*	*	*	*	*	39%	35%	↔	*	*	*	*	*	*	*	*	*	*	*	*	↔	↓
Acting in the best interest of Palm Coast	*	*	*	*	*	*	*	*	*	*	*	45%	40%	↔	*	*	*	*	*	*	*	*	*	*	*	*	↔	↔
Being honest	*	*	*	*	*	*	*	*	*	*	*	43%	39%	↔	*	*	*	*	*	*	*	*	*	*	*	*	↔	↓
Treating all residents fairly	*	*	*	*	*	*	*	*	*	*	*	47%	42%	↔	*	*	*	*	*	*	*	*	*	*	*	*	↔	↔
Services provided by the Federal Government	44%	41%	43%	43%	38%	38%	34%	42%	37%	35%	41%	30%	36%	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔	↓	↔	↓	↔	

Table 4: Governance by Facet

	Percent rating positively (e.g., excellent/good)													2014 rating compared to 2013	Comparison to benchmark													
	02	03	04	05	06	07	08	09	10	11	12	13	14		02	03	04	05	06	07	08	09	10	11	12	13	14	
Safety	Police	81%	82%	79%	81%	77%	70%	69%	78%	79%	80%	80%	77%	80%	↔	↔	↔	↔	↔	↔	↓	↓	↔	↔	↔	↔	↔	
	Fire	91%	92%	94%	95%	90%	90%	90%	94%	95%	92%	96%	94%	93%	↔	↔	↔	↔	↑	↔	↔	↔	↔	↑	↔	↑	↔	↔
	Ambulance/EMS	90%	89%	92%	94%	87%	86%	88%	92%	92%	88%	96%	91%	91%	↔	↔	↔	↔	↑	↔	↔	↔	↑	↑	↔	↑↑	↔	↔
	Crime prevention	70%	69%	*	*	*	*	*	*	69%	62%	65%	60%	55%	↔	↔	↔	*	*	*	*	*	*	↔	↔	↔	↔	↔
	Fire prevention	76%	77%	*	73%	71%	76%	75%	78%	79%	75%	82%	79%	70%	↓	↓	↔	*	↔	↔	↔	↔	↑	↔	↔	↔	↔	↔
Animal control	*	*	*	*	*	*	55%	61%	64%	57%	65%	67%	57%	↓	*	*	*	*	*	*	↓	↔	↔	↓	↑	↔	↔	

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		Percent rating positively (e.g., excellent/good)												2014 rating compared to 2013	Comparison to benchmark														
		02	03	04	05	06	07	08	09	10	11	12	13		14	02	03	04	05	06	07	08	09	10	11	12	13	14	
Mobility	Emergency preparedness	*	*	*	*	*	*	61%	71%	73%	69%	73%	68%	68%	↔	*	*	*	*	*	*	↓	↑↑	↑↑	↑	↑↑	↔	↔	
	Traffic enforcement	56%	48%	55%	50%	50%	57%	57%	61%	65%	63%	65%	57%	55%	↔	↓	↓↓	↓	↓	↓	↓	↓	↔	↔	↔	↔	↔	↔	
	Street repair	16%	18%	34%	31%	37%	43%	52%	62%	55%	68%	70%	64%	63%	↔	↓↓	↓↓	↓↓	↓	↔	↔	↑	↑↑	↑↑	↑↑	↑↑	↑	↔	
	Street cleaning	27%	31%	44%	40%	45%	48%	59%	71%	62%	70%	71%	67%	69%	↔	↓↓	↓↓	↓↓	↓↓	↓	↓↓	↔	↑↑	↔	↑	↑↑	↔	↔	
	Street lighting	*	18%	24%	20%	26%	30%	32%	38%	36%	37%	46%	41%	45%	↔	*	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓	↓	↓	
	Sidewalk maintenance	35%	35%	43%	43%	45%	49%	51%	52%	57%	65%	68%	70%	66%	↔	↓↓	↓↓	↓	↔	↔	↔	↔	↔	↔	↑	↑↑	↑↑	↑	↔
	Traffic signal timing	46%	38%	35%	28%	33%	39%	45%	46%	46%	43%	52%	39%	35%	↔	↓	↓	↓↓	↓↓	↓↓	↓	↔	↔	↔	↓	↔	↓	↓	
Natural Environment	Garbage collection	83%	87%	86%	87%	82%	85%	86%	86%	89%	90%	93%	90%	87%	↔	↔	↔	↔	↑	↑	↑	↑	↑	↑↑	↑	↑↑	↔	↔	
	Recycling	83%	81%	79%	84%	80%	81%	84%	87%	86%	83%	90%	89%	87%	↔	↔	↔	↔	↑	↑	↑	↑↑	↑↑	↑↑	↑↑	↑↑	↔	↔	
	Yard waste pick-up	*	*	*	*	*	*	*	*	84%	87%	90%	86%	86%	↔	*	*	*	*	*	*	*	*	↑↑	↑↑	↑↑	↔	↑	
	Drinking water	55%	54%	55%	52%	55%	53%	56%	58%	66%	65%	65%	56%	60%	↔	↓↓	↓↓	↓	↓	↓	↓	↓	↓	↔	↔	↔	↓	↔	
	Natural areas preservation	*	*	*	*	*	*	56%	66%	70%	66%	75%	70%	65%	↔	*	*	*	*	*	*	↔	↑↑	↑↑	↑	↑↑	↔	↔	
	Open space	*	*	*	*	*	*	*	*	*	*	*	72%	61%	↓	*	*	*	*	*	*	*	*	*	*	*	↔	↔	
	Storm drainage	40%	21%	35%	29%	32%	40%	46%	49%	43%	57%	56%	43%	51%	↑	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓	↓↓	↔	↔	↓	↔	
Built Environment	Sewer services	68%	64%	88%	64%	63%	64%	69%	72%	73%	76%	81%	65%	73%	↑	↔	↓	↑↑	↔	↔	↓	↔	↔	↔	↔	↑	↔	↔	
	Utility billing	*	*	*	*	*	*	*	*	*	*	62%	57%	↔	*	*	*	*	*	*	*	*	*	*	*	↔	↔		
	Land use, planning and zoning	27%	28%	33%	30%	27%	32%	41%	42%	46%	42%	39%	41%	50%	↑	↓↓	↓↓	↓	↓↓	↓	↓	↔	↔	↔	↔	↓	↔	↔	
	Code enforcement	37%	31%	44%	45%	42%	44%	43%	50%	50%	47%	55%	43%	49%	↔	↓↓	↓↓	↓	↔	↔	↔	↓	↔	↔	↔	↔	↔	↔	
	Cable television	27%	*	40%	52%	46%	*	*	*	62%	57%	58%	53%	55%	↔	↓↓	*	↓↓	↔	↔	*	*	*	↑	↔	↑	↔	↔	
Economy	Economic development	*	22%	29%	35%	32%	29%	32%	33%	34%	31%	30%	34%	30%	↔	*	↓↓	↓↓	↓	↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓↓	↓	↓	
	City parks	69%	71%	73%	70%	68%	72%	76%	78%	80%	82%	85%	77%	83%	↔	↓	↓	↔	↔	↓	↓	↔	↔	↔	↔	↔	↔	↔	
Recreation and Wellness	Recreation programs	*	67%	70%	62%	58%	68%	66%	70%	70%	66%	73%	63%	63%	↔	*	↓	↔	↔	↓	↓	↔	↔	↔	↓	↔	↔	↔	
	Recreation centers	52%	51%	59%	51%	50%	56%	62%	66%	65%	65%	68%	63%	61%	↔	↓↓	↓↓	↓	↓	↓↓	↓↓	↓	↔	↓	↔	↔	↔	↔	
	Health services	56%	*	57%	52%	48%	47%	51%	57%	62%	55%	66%	57%	53%	↔	↓	*	↓	↔	↓	↓	↓↓	↔	↔	↓	↔	↔	↔	
Education and Enrichment	Special events	*	*	*	*	*	*	*	*	*	*	58%	66%	↑	*	*	*	*	*	*	*	*	*	*	*	*	↓	↔	
	Public libraries	*	*	*	44%	*	*	*	*	*	80%	80%	80%	84%	↔	*	*	*	↓↓	*	*	*	*	*	↔	↔	↔	↔	

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		Percent rating positively (e.g., excellent/good)													2014 rating compared to 2013	Comparison to benchmark													
		02	03	04	05	06	07	08	09	10	11	12	13	14		02	03	04	05	06	07	08	09	10	11	12	13	14	
Community Engagement	Public information	36%	*	*	*	39%	47%	46%	53%	55%	64%	68%	59%	62%	↔	↓↓	*	*	*	↓↓	↓↓	↓↓	↓↓	↓↓	↔	↔	↔	↔	

Table 5: Participation General

		Percent rating positively (e.g., always/sometimes, more than once a month, yes)													2014 rating compared to 2013	Comparison to benchmark													
		02	03	04	05	06	07	08	09	10	11	12	13	14		02	03	04	05	06	07	08	09	10	11	12	13	14	
Sense of community		59%	63%	*	*	*	*	58%	*	62%	56%	64%	46%	47%	↔	↔	↔	*	*	*	*	↔	*	↔	↔	↔	↓	↓	
Recommend Palm Coast		*	*	*	*	*	*	80%	82%	85%	78%	80%	82%	80%	↔	*	*	*	*	*	*	↓↓	↔	↔	↓↓	↓	↔	↔	
Remain in Palm Coast		*	*	*	*	*	*	83%	84%	85%	83%	82%	83%	85%	↔	*	*	*	*	*	*	↔	↔	↑	↔	↔	↔	↔	
Contacted Palm Coast employees		55%	59%	58%	65%	59%	63%	*	59%	60%	52%	57%	49%	53%	↔	*	*	*	*	*	*	*	↔	↑	↓	↑	↔	↔	

Table 6: Participation by Facet

		Percent rating positively (e.g., always/sometimes, more than once a month, yes)													2014 rating compared to 2013	Comparison to benchmark													
		02	03	04	05	06	07	08	09	10	11	12	13	14		02	03	04	05	06	07	08	09	10	11	12	13	14	
Safety	Stocked supplies for an emergency	*	*	*	*	*	*	*	*	*	*	*	54%	47%	↓	*	*	*	*	*	*	*	*	*	*	*	↑↑	↑	
	Did NOT report a crime	*	*	*	*	*	*	*	*	*	*	*	78%	78%	↔	*	*	*	*	*	*	*	*	*	*	*	↔	↔	
	Was NOT the victim of a crime	91%	93%	92%	92%	89%	89%	*	88%	90%	88%	87%	87%	87%	↔	*	*	*	*	*	*	*	↔	↑	↔	↔	↔	↔	
Mobility	Used public transportation instead of driving	*	*	*	*	*	*	*	*	*	*	*	4%	3%	↔	*	*	*	*	*	*	*	*	*	*	*	↓↓	↓↓	
	Carpooled instead of driving alone	*	*	*	*	*	*	*	*	*	*	*	30%	34%	↔	*	*	*	*	*	*	*	*	*	*	*	↓	↓	
	Walked or biked instead of driving	*	*	*	*	*	*	*	*	*	*	*	42%	46%	↔	*	*	*	*	*	*	*	*	*	*	*	↓↓	↓	
Natural Environment	Conserved water	*	*	*	*	*	*	*	*	*	*	*	93%	91%	↔	*	*	*	*	*	*	*	*	*	*	*	↔	↔	
	Made home more energy efficient	*	*	*	*	*	*	*	*	*	*	*	79%	76%	↔	*	*	*	*	*	*	*	*	*	*	*	↔	↔	
	Recycled at home	86%	87%	82%	82%	77%	85%	*	88%	83%	87%	92%	90%	96%	↔	*	*	*	*	*	*	*	↑↑	↔	↑↑	↑↑	↔	↑	
Built Environment	Did NOT observe a code violation	*	*	*	*	*	*	*	*	*	*	*	31%	41%	↑	*	*	*	*	*	*	*	*	*	*	*	↓↓	↓	
	NOT under housing cost stress	*	*	*	*	*	*	*	*	55%	58%	64%	62%	62%	↔	*	*	*	*	*	*	*	↓↓	↓	↔	↔	↔	↔	

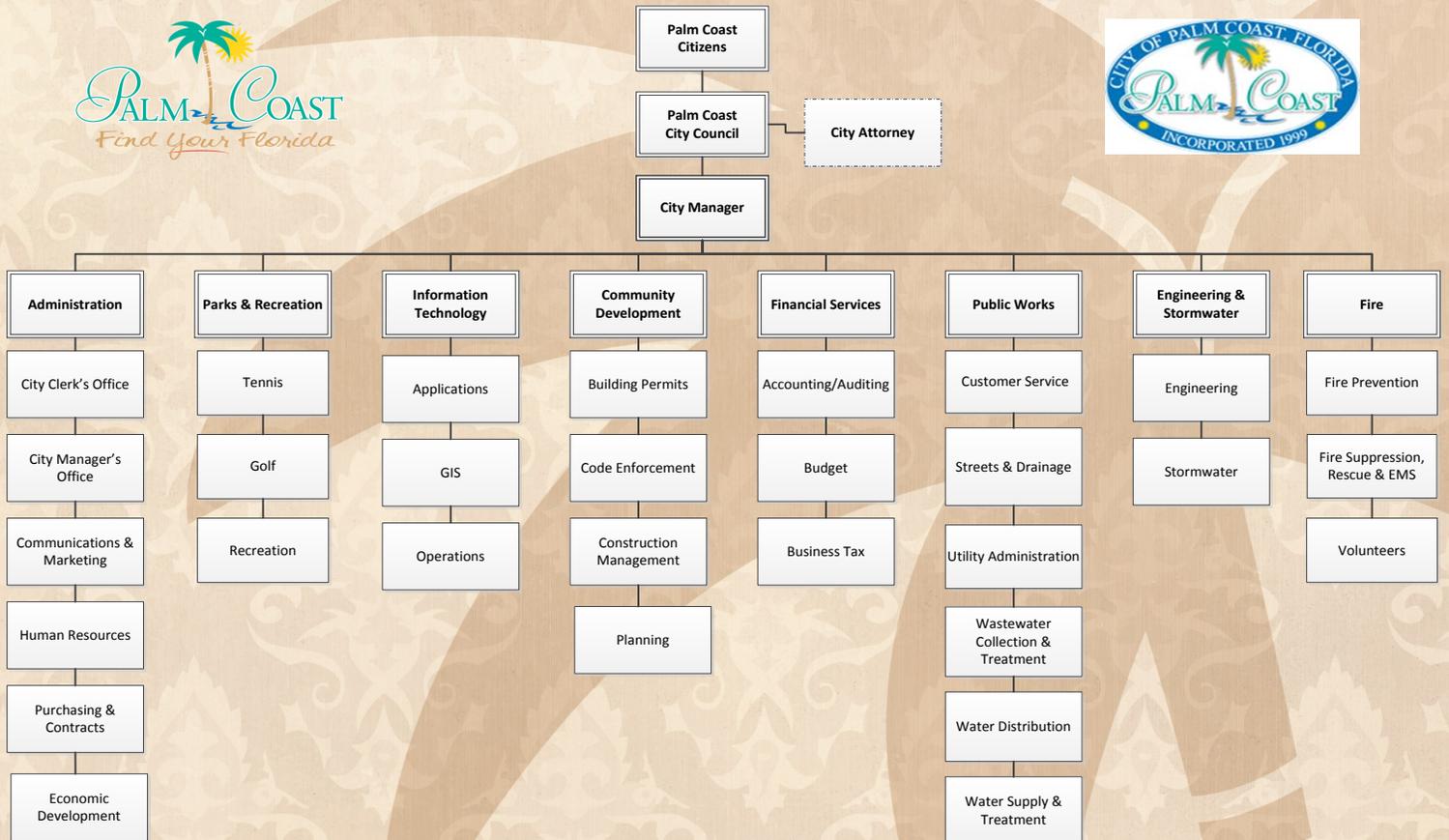
The National Citizen Survey™

	Percent rating positively (e.g., always/sometimes, more than once a month, yes)														2014 rating compared to 2013	Comparison to benchmark													
	02	03	04	05	06	07	08	09	10	11	12	13	14	02		03	04	05	06	07	08	09	10	11	12	13	14		
Attended a local public meeting	41%	37%	33%	39%	34%	32%	*	32%	*	31%	37%	17%	22%	↔	*	*	*	*	*	*	*	↑	*	↔	↑↑	↔	↔		
Watched a local public meeting	50%	44%	44%	44%	44%	51%	*	47%	*	40%	38%	28%	18%	↓	*	*	*	*	*	*	*	↔	*	↔	↔	↔	↓		
Read or watched local news	*	*	*	*	*	*	*	*	*	*	*	95%	89%	↔	*	*	*	*	*	*	*	*	*	*	*	↔	↔		
Voted in local elections	79%	78%	70%	84%	76%	76%	*	89%	81%	78%	82%	81%	87%	↔	*	*	*	*	*	*	*	↑↑	↑	↑	↑↑	↔	↔		



RESULTS BY
DEPARTMENT

Organizational Chart



Please Note: Police protection is provided by contract with the Flagler County Sheriffs Office.



Administration

Department Summary

The Administration Department consists of the City Manager's Office, Communications and Marketing, City Clerk's Office, Purchasing and Contracts Management, Economic Development and Human Resources.

City Manager's Office

The City Manager's office is responsible for implementation of all policies established by the City Council and for directing the operations of the City government. The Manager provides guidance to all City departments and submits the annual budget designed to achieve the goals of the Council. The City Manager prepares alternatives and makes recommendations that will assist the Council in achieving the goals they have established. The office also provides clerical services for the Mayor and Council.

Communications and Marketing

The Communications and Marketing Division oversees a variety of communications including public relations, media relations, video, graphic design, social media, reports and presentations to City Council, as well as operating and managing TV 199, the City's local government cable television channel. The team supports all City Departments, including assisting with special events, coordinating the Palm Coast Citizens Academy, and handling many aspects of community relations for the City. All Division staff have an active role on the Branding Team, whose mission is to promote the city's "Find Your Florida" brand to residents and prospective residents and businesses.

City Clerk's Office

The City Clerk acts as the Secretary to the City Council. The office of the City Clerk has the Records Management and Land Management function and oversees the City's elections. The City Clerk is responsible for preparing agendas and minutes for City Council meetings, as well as the processing of all City ordinances, resolutions, and proclamations adopted and/or approved by City Council. The Records function of the City Clerk's office is the official record keeper for all City documents setting guidelines for the management and retention of these documents, as well as handling the scanning, indexing and destruction of all City documents. Due to the fact that this function is the official records holder, the City Clerk's office also handles citizens' requests for public information and records.

The Land Management function is responsible for handling the management of all City property, to include closings. Land Management function keeps an active record of all City owned properties.

Purchasing and Contracts Management

The Purchasing and Contracts Management Division has two functions. This division is responsible for overseeing a decentralized purchasing system that reviews and processes purchase orders, and ensures competitive bidding is in accordance with the City's purchasing policy.

In addition, Purchasing coordinates and develops formal Invitations to Bid, Requests for Qualifications, Requests for Proposals, Requests for Information, and Letters of Interest to ensure overall compliance with the City's standards and policies. Contracts function assists with the administration and negotiation of contracts for a wide range of goods and services, monitors construction projects and handles dispute resolution on those Contracts when necessary. In addition, the Risk Management function falls under Contract Administration and consists of ensuring that all City property, vehicles and capital equipment are adequately insured. The Risk Management function also coordinates with the insurance company/attorney on any general liability and/or automobile claims on behalf of the City.

Economic Development

The Economic Development Division is responsible for the development and implementation of the City Economic Development and Incentive Policy, in an effort to grow the City's economy. The division partners with other public and private entities to identify funding sources, create a branding and marketing strategy for the City, to coordinate and promote local events, and to improve the economic well-being of our community through efforts that include job creation, job retention and quality of life.

Human Resources

The Human Resources Division provides support, services, and resources to management, City officials, and employees. HR establishes policies, advises departments on HR matters, assists in the recruiting process, provides benefits and wellness coordination, manages personnel records, and assists in employee separation and retirement.

Administration

Department Objectives

GOAL 2 : To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values

Objective 2.1 To develop an evaluation matrix to assess the implementation of Prosperity 2021

Strategy 2.1.1 Inventory progress to date and update projects and programs

Objective 2.2 To develop a "branding and marketing strategy" and establish criteria to measure success

Strategy 2.2.2 Develop a campaign to highlight the City's economic strengths and opportunities

Objective 2.3 To promote the Palm Coast Business Assistance Center as the destination center for small business training and support in Flagler County

Strategy 2.3.1 Develop a branding strategy which supports strengths of the SBDC/BAC partnership and resources and programs available

Strategy 2.3.2 To create programs which assist small businesses in improving sales and profits

Strategy 2.3.3 To develop education programs which encourage a broader participation rate for all businesses in Flagler County and across Florida

Strategy 2.3.4 To strengthen the BAC partner effort in order to provide a unified approach to helping existing Flagler County businesses

GOAL 3 : To leverage our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses

Objective 3.2 Increase efficiency through enhanced operations and technological advancements

Strategy 3.2.1 Review existing operational procedures and policies

Strategy 3.2.3 Continue and enhance unique volunteer opportunities that offset operational service and enhance investment in the community

GOAL 5 : To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events

Objective 5.1 Enhance community and visitors' recreational opportunities and experiences at community events

Strategy 5.1.2 Promote the variety of local leisure and recreational activities

Objective 5.2 Enhance safety measures throughout the community

Strategy 5.2.3 Seek partnerships to educate the public on safety concerns

GOAL 6 : To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities

Objective 6.1 To develop a program to improve staff retention and recognize individual skill and talents

Strategy 6.1.1 A program to identify individual skills and foster improvement of professional skills

Strategy 6.1.2 Assess pay rates and benefits to remain competitive with market

Objective 6.3 To enhance awareness of customer service and relationships with our citizens

Strategy 6.3.2 Develop a reach-out initiative to enhance community awareness of City services

Strategy 6.3.3 Create a customer service element to City-wide employee training program

Objective 6.4 To coordinate with regional public and private educational institutions to identify partnership opportunities which benefit both parties

Strategy 6.4.1 Seek and solicit student internship opportunities with educational institutions

Administration

Measuring Performance

Goal 2 - To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values

- √ Public/Private partnership guidelines were finalized and are available on the City's website.
- √ A brochure highlighting local incentives for business recruitment was developed.
- √ "Fearless and Focused" series conducted by the Business Assistance Center.
- √ Streamlines Business Tax Receipt approval forms
- √ Launched a Shop Local web directory in conjunction with the Business Assistance Center.
- √ Completed a Home-Based Business brochure.

Goal 6 - To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities.

- √ Communications & Marketing developed a welcome packet for new utility customers which provides the resident's Council member, voting district, trash pickup days and more, worked with Flagler Emergency Services to update the Disaster Preparedness Guide.
- √ The video production team produced videos to promote and showcase a variety of events including patriotic ceremonies, the Tree Lighting; the Starlight Parade; dedication of the Flight of Life sculptures; dedication of the Bicycle Maintenance Station at Linear Park; the USTA Men's Futures Tennis Tournament; the Veterans Day ceremony; the Seafood Festival; Arbor Day; Food Truck Tuesdays, the annual Principals Luncheon.
- √ Human Resource Staff members participated in the first Customer Service training session offered at Daytona State College.

KEY OUTCOME MEASURES:

Division: Economic Development

Goal 2: To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values

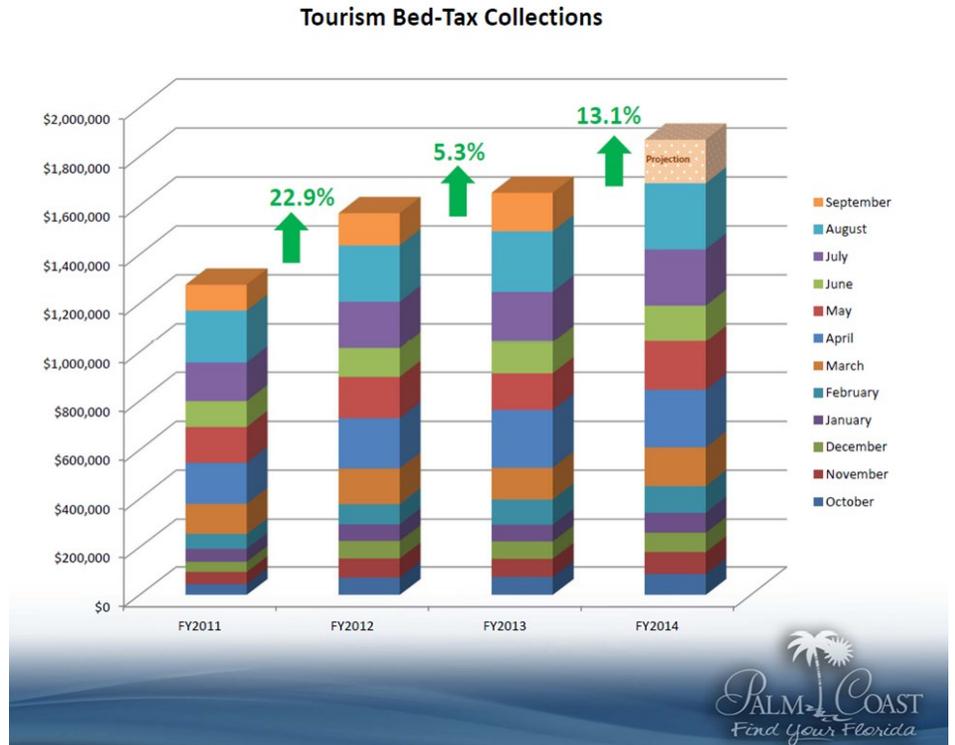
Objective 2.1: To develop an evaluation matrix to assess the implementation of Prosperity 2021

Strategy 2.1.1: Inventory progress to date and update projects and programs

Approach: 2.1.1.2: Continue to grow the economic benefits resulting from special events and sport tournaments

Results: Tourism bed-tax collections have continued to rise annually since fiscal year 2011.

2015 Target: Continue to work with the Tourist Development District to find ways to increase the number of tournaments



Division: City Clerk’s Office

Goal 3: To leverage our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses.

Objective 3.2: Increase efficiency through enhanced operations and technological advancements

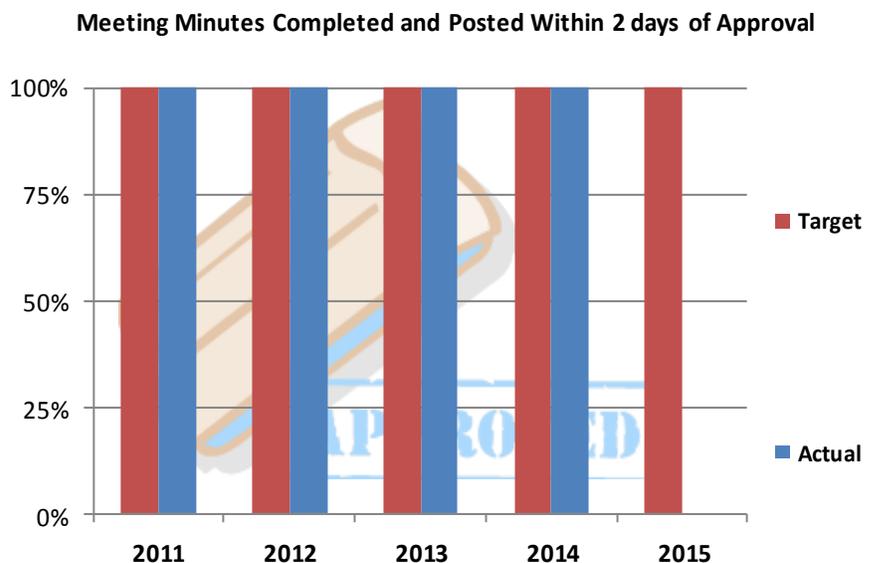
Strategy 3.2.1: Review existing operational procedures and policies

Approach: 3.2.1.18: Deliver services in an efficient, cost - effective manner

Results: All meeting minutes were completed with 2 days of approval.

All meeting agendas were posted at least 5 days prior to a public meeting.

2015 Target: Same as 2014



Division: Human Resources

Goal 6: To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities

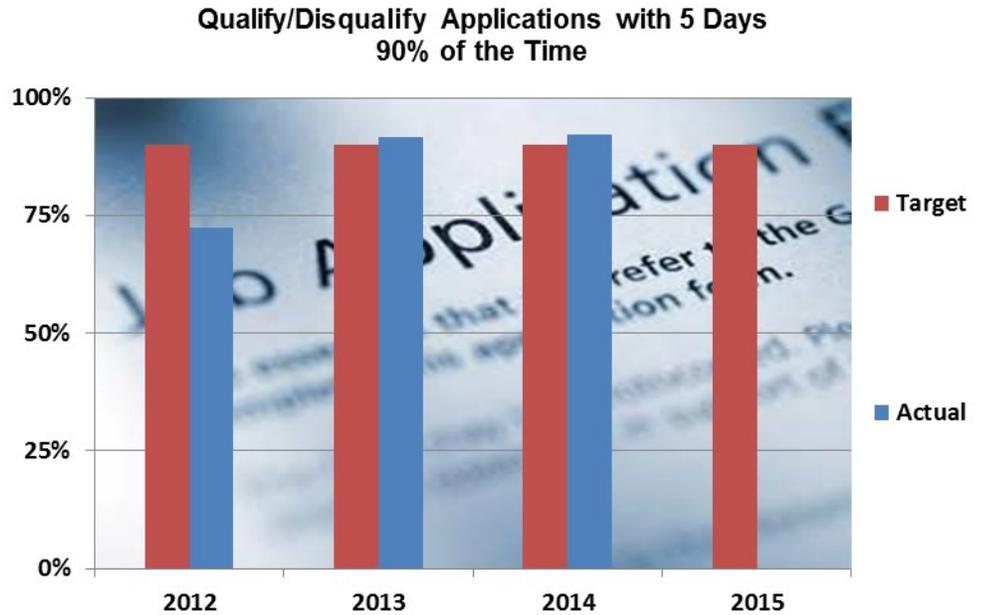
Objective 6.1: To develop a program to improve staff retention and recognize individual skill and talents

Strategy: 6.1.1: A program to identify individual skills and foster improvement of professional skills

Approach: 6.1.1.9: Ensure efficient processing of employee applications

Results: For fiscal year 2014, applications were qualified or disqualified within 5 days, 92% of the time, meeting the goal of this measure.

2015 Target: Same as 2014



Financial Services

Department Summary

The mission of the Financial Services Department is to help the City of Palm Coast meet its financial goals for the future by providing fast and efficient services to citizens, businesses, customers, vendors, employees and other City departments while adhering to local, state, and federal laws and regulations.

The departments core functions are central accounting, payroll services, accounts payable, accounts receivables, budgeting, local business tax receipts and utility billing. The department also provides investment and revenue advice to City Officials and oversees the annual audit to ensure compliance with state and federal laws.

The Local Business Tax Receipt Division (formerly Occupational Licensing) is responsible for the issuance of all Local Business Tax Receipts. The Division also issues Door to Door and Right of Way Solicitation Permits. This division also works closely with the City's Business Assistance Center (BAC).

The Department performs these functions with a streamlined staff structure by utilizing cross training, multi-tasking, matrix management and technology to achieve cost effective services for the City.

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of Palm Coast for its comprehensive annual financial report twelve consecutive years. The City of Palm Coast also received the GFOA Distinguished Budget Presentation Award for ten consecutive years.

Financial Services

Department Objectives

GOAL 2 : To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values

Objective 2.1 To develop an evaluation matrix to assess the implementation of Prosperity 2021

Strategy 2.1.1 Inventory progress to date and update projects and programs

GOAL 3 : To leverage our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses

Objective 3.1 Diversify our revenue sources

Strategy 3.1.1 Evaluate and target diversification of funding sources

Objective 3.2 Increase efficiency through enhanced operations and technological advancements

Strategy 3.2.1 Review existing operational procedures and policies

Strategy 3.2.2 Evaluate current technological opportunities to reduce operational cost

Objective 3.3 Establish system to continually evaluate and enhance internal financial controls

Strategy 3.3.1 Create an anonymous reporting program to alert of potential financial improprieties

Strategy 3.3.2 Annual evaluation and risk assessment to target opportunities to strengthen controls throughout the organization

GOAL 6 : To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities

Objective 6.1 To develop a program to improve staff retention and recognize individual skill and talents

Strategy 6.1.3 Develop an Employee Motivation and Reward Program

Objective 6.2 To develop in-house and identify external training opportunities for employees

Strategy 6.2.2 Assess staff position descriptions, training, certification, public policy needs that benefit the Organization and the Community

Financial Services

Measuring Performance

This past fiscal year, the finance staff worked diligently towards completing numerous objectives set forth in the City Council Strategic Action Plan. Below is a summary of these accomplishments:

Goal 3:

To leverage our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses.

- √ The Auditor Selection Process Policy was adopted by City Council
- √ The Fund Balance Policy was revised and adopted by City Council
- √ A long term financial planning document was developed and presented to City Council. This document will now serve as a guiding policy for future financial planning.
- √ A feasibility analysis was completed in coordination with the IT Department regarding the long-term funding for the City's 800 MHz radios. The funding plan will be implemented in FY 2015.
- √ A travel reimbursement workflow process has been implemented making the process electronic going forward. It is working well and has eliminated the need for paper forms.

Goal 6:

To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities.

- √ The City's first Annual Performance Measure Report, titled "Measuring Results", was developed and has received a Certificate of Distinction from the ICMA Center for Performance Measurement which recognizes jurisdictions that have excelled in local government performance measurement.
- √ The GFOA Budget Presentation award was received for the FY 2014 budget
- √ The GFOA Certificate of Achievement for Excellence in Financial Reporting was received for the FY 2013 CAFR
- √ The City's first Popular Annual Financial Report (PAFR) was developed and submitted to the GFOA for recognition and is pending peer review
- √ Approximately 256 hours of formal training was received by finance staff this year

Special Notes:

One area of the performance measures that will carry forward to fiscal year 2015 is the development of an Internal Controls Committee and implementation of a review process. |

KEY OUTCOME MEASURES:

Department: Financial Services

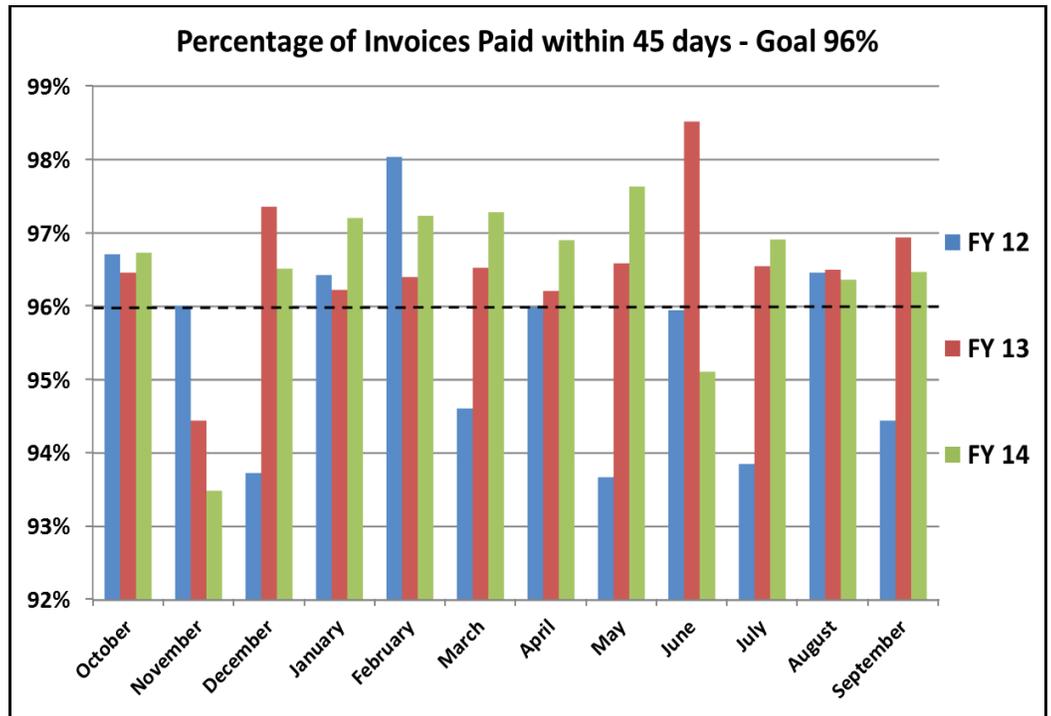
Goal 3: To leverage our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses

Objective 3.2: Increase efficiency through enhanced operations and technological advancements

Strategy 3.2.1: Review existing operational procedures and policies

Approach: 3.2.1.5: Pay all vendor invoices within 45 days of receipt within 96% of the time (reported monthly)

Results: Accounts payable continues to see swings during different months of the year in regards to this measure. Falling below 96% is most common during the month of November when the work load increases due to invoices being paid for the previous year as well as the next fiscal year. The annual average however, for fiscal year 2014, remains above 96%.



2015 Target: The target for fiscal year 2015 remains at 96%

Goal 6: To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities

Objective 6.1: To develop a program to improve staff retention and recognize individual skill and talents

Approach: 6.1.3.2: Achieve award recognition for financial excellence

Results: Staff once again received GFOA award recognition for both budget presentation and financial reporting

2015 Target: Same as 2014

	Budget Presentation 6.1.3.2.a	Financial Reporting 6.1.3.2.b
2004	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2005	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2006	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2007	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2008	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2009	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2010	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2011	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2012	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2013	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2014	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Community Development

Department Summary

The Community Development Department consists of five main functions; Capital Projects, Planning, Code Enforcement, Building & Permitting and Economic Development.

MISSION: Together Community Development Department staff assures and maintains the City's aesthetics, health, safety, and welfare, and protection of natural resources.

Capital Projects Division

The Capital Projects Division is responsible for managing construction of projects for the City. More information about the City's capital program can be found in the Capital Improvement Program section of this Annual Budget Book which can be found on the City Website: www.palmcoastgov.com/government/finance/budget

Fiscal Year 2013 Capital Projects completed:

- √ Pine Lakes Parkway North Roadway Improvements & Multi-Use Path (Palm Coast Parkway north to Belle Terre Parkway)
 - Construction of paved shoulders, Resurfacing of roadway, Addition of left turn lanes, convert utilities from overhead to underground and construct a 10' wide multi-use asphalt path.
- √ Median Beautification (Belle Terre Parkway from Ponce Deleon to Royal Palms Parkway)
 - City staff completed construction to install landscape and irrigation of median.
- √ Palm Coast Parkway 6-laning (Florida Park Drive to Cypress Point Parkway):
 - Design & permitting of the project was completed.
- √ Long Creek Nature Preserve Park (Palm Harbor Parkway adjacent to College Waterway and Long Creek)
 - Design & Permitting for a new park that will include physical improvements such as shore stabilization, exotic plant removals, native restoration plantings, non-motorized kayak/boat launch, boardwalk/fishing area, parking, educational signs, and a small museum and nature center to provide education programming on the natural environment and history of the area.

Planning Division

The Planning Division focuses on implementing the Comprehensive Plan and Land Development Code to ensure a high quality of life in the City through a balanced approach to development review and analysis.

Code Enforcement Division

Code Administration: Oversees the enforcement of City Codes, including such nuisance issues as parking on the lawn, litter and debris, abandoned properties, overgrown conditions, noise complaints, animal control, wildfire mitigation and hazard trees.

Animal Control: Responds to calls for lost cats, dogs, animals running at large, cruelty to animals, abused and abandoned pets, and barking dogs. Dogs are not permitted to run at large, and must be leashed when in public or residential areas. Dogs in the open bed of a pickup truck must be confined or leashed with at least two tethers. Owners are responsible for picking up waste created by their dogs on public and private property. Pets are required to be licensed to enhance their chance of being re-united with their owners if lost.

Urban Forestry/Wildfire Mitigation/Tree Removal: The risk of wildfire in the City of Palm Coast is substantial under seasonal climatic conditions and weather patterns. The City of Palm Coast has developed a hazard mitigation process to address the evolution of the City's development from a pine plantation to a residential community which includes selective mowing of brush. Such mitigation also helps the community conserve its natural resources for aesthetic, environmental, and Stormwater management purposes. The Wildfire Mitigation program works to ensure 30 feet of managed vegetation adjacent to residential structures.

Building and Permitting Division

The Building and Permitting Division enforces the Florida Building Code to ensure that all physical structures are constructed in compliance with all applicable codes, to ensure the public health, safety, and welfare. The responsibility of the Building Division includes; permitting, plan review, and inspection.

Green Team

The Green Team is a special team created to protect the City's citizens and natural resources. The team is comprised of the City's technical staff including the Landscape Architect, Urban Forester, Environmental Planner and other professionals. The main objective of the Green Team is to preserve and enhance the City's natural and structural aesthetic, land use, and development through practical application of the City's Land Development Code and all established zoning and code regulations. Programs provided by the Green Team include C.H.I.R.P. (Children Helping In Resource Protection) Arbor Day/Earth Day, Christmas Tree and Electronics, Styrofoam and Christmas lights Recycling, Intra-coastal Waterway Cleanup, Household Hazardous Waste Drop-off and Battery Recycling.

Community Development

Department Objectives

GOAL 1 : To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment

Objective 1.1 To enhance infrastructure in order to maintain quality neighborhoods and business districts

Strategy 1.1.1 Projects targeted as highest priority shall be evaluated for potential upgrade or enhancement

Objective 1.2 To assess the need to expand infrastructure for sustainable growth

Strategy 1.2.1 Maintain an inventory of the condition and priority rating of infrastructure projects

Strategy 1.2.2 Coordinate facility capacity upgrades to meet the City's growth needs appropriately

Strategy 1.2.3 Keeping older neighborhoods attractive and relevant

GOAL 2 : To develop and maintain a strong economy by supporting the growth and development of new and

Objective 2.2 To develop a "branding and marketing strategy" and establish criteria to measure success

Strategy 2.2.2 Develop a campaign to highlight the City's economic strengths and opportunities

GOAL 3 : To leverage our financial strengths while insuring the City remains committed to fiscal responsibility in

Objective 3.2 Increase efficiency through enhanced operations and technological advancements

Strategy 3.2.1 Review existing operational procedures and policies

Strategy 3.2.2 Evaluate current technological opportunities to reduce operational cost

GOAL 4 : To blend our residential and commercial properties with our "City of Parks and Trails" image to create

Objective 4.2 To evaluate the evolution of City of Palm Coast Recreation and Parks Facilities Master Plan projects

Strategy 4.2.2 Build future bicycle / pedestrian connections to unique destinations

GOAL 5 : To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for

Objective 5.2 Enhance safety measures throughout the community

Strategy 5.2.3 Seek partnerships to educate the public on safety concerns

Objective 5.3 Seek partnerships with educational institutions and community groups to expand educational, social and cultural opportunities

Strategy 5.3.1 Share resources between organizations to broaden citizen experiences

GOAL 6 : To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities

Objective 6.2 To develop in-house and identify external training opportunities for employees

Strategy 6.2.2 Assess staff position descriptions, training, certification, public policy needs that benefit the Organization and the Community

Community Development

Measuring Performance

Goal 1 - To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.

- √ Annual Action Plan updated for Community Development Block Grant.
- √ Turn lane analysis completed for Royal Palms Pkwy at Rickenbacker.
- √ TPO Reapportionment planning and transition process completed
- √ Park Impact fee analysis completed
- √ Completed State requirement for Evaluation and Appraisal Report (EAR).
- √ Bench Master Plan Implementation Strategy completed.
- √ Intergovernmental Agreement with Palm Coast Park CDD and Florida Landmark, LLC for transfer of property for 4-laning of Matanzas Woods Parkway and Matanzas Woods Parkway multi-use path
- √ Completed presentation and received approval of the reapportionment plan for the Volusia Transportation Planning Organization (to be renamed River to Sea TPO).

Goal 2 - To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values.

- √ Permitting for single family homes has increased 31% from FY 13 to FY 14
- √ Nine changes were implemented this year to provide a more seamless permitting and inspections process.
- √ 6 units purchased through the Neighborhood Stabilization Program.
- √ Completed the Rehab for 5 units through CDBG Housing Rehab Program

Goal 4 - To blend our residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife.

- √ Created an educational outreach program specific to the Florida Water Star and low impact development exhibit.
- √ Investigated possible software to inventory specimen trees at City facilities and created a maintenance plan for the trees.
- √ Completed the evaluation of the "Adopt-a-Median" program according to agreement criteria and effects on other City resources
- √ Offered environmental educational outreach to 10% of the Citizens of Palm Coast.

- √ Obtained approval of Green Development Incentive Ordinance to provide incentives to promote sustainable development.
- √ Christmas Tree recycling event
- √ Presented "Saving Green by Going Green" Workshop through a partnership with Public Works - Water Services Division.
- √ Finalized a Brochure for Green Incentives "Saving Green by Going Green in Palm Coast".
- √ Completed By-line Tree Article in News-Journal to educate citizens about oak trees in our community.
- √ Participated in two events to distribute City regulations and Water Wise educational materials.
- √ Evaluated the Green Local Government standards and inventoried additional points to elevate Green Local Government designation.
- √ Completed a feasibility study for alternative fueling stations.

Goal 6 - To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities

- √ Landscape Architect passed exam to be a Water wise Certifier.
- √ Planning Technician training completed for review of single family zoning related permits resulting in a positive increase in review time.
- √ Staff presented at FCCMA State Conference and ICMA Conference (Strategic Action Plan/ LITE) .

KEY OUTCOME MEASURES:

Division: Code Enforcement

Goal 1: To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.

Objective 1.2: To assess the need to expand infrastructure for sustainable growth

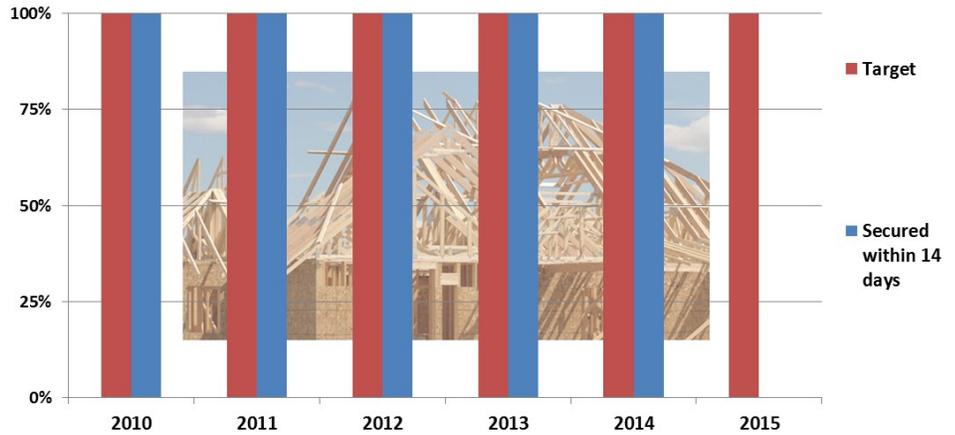
Strategy 1.2.3: Keeping older neighborhoods attractive and relevant

Approach: 1.2.3.6: Secure all abandoned structures within 14 days

Results: There were 8 abandoned structures in fiscal year 2014, all of which were secured within 14 days .

2015 Target: Same as 2014

Structures Secured within 14 Days



Division: Planning

Goal 2: To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values

Objective 2.2: To develop a "branding and marketing strategy" and establish criteria to measure success

Strategy 2.2.2: Develop a campaign to highlight the City's economic strengths and opportunities

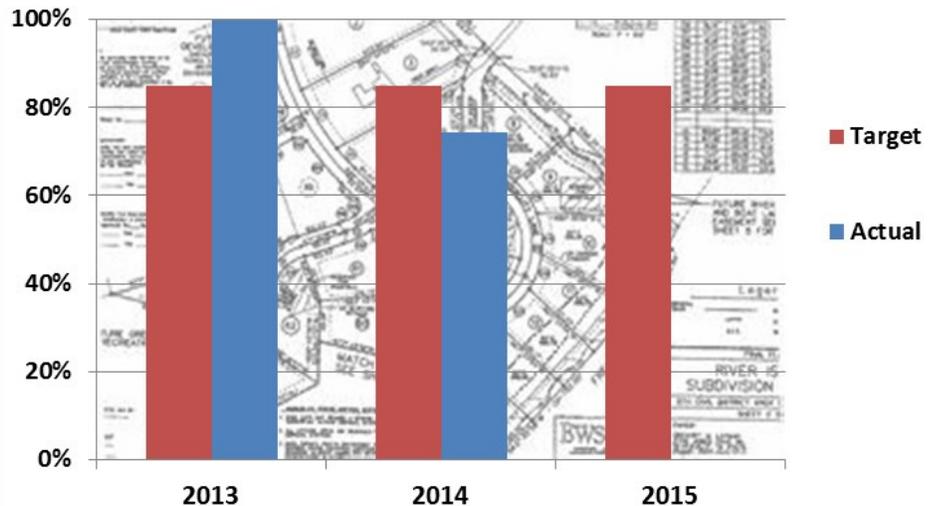
Approach: 2.2.2.7: Monitor permit review time

Measure: Provide initial site plan and plat related COPC comments to the applicant within 15 working days 85% of the time.

Results: Site plan and plat related comments were returned to the applicant within 15 working days only 74% of the time for fiscal year 2014.

2015 Target: Same as 2014

Site Plan and Plat Related Comments to Applicant within 15 days



Division: Building Permits

Goal 2: To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values.

Objective 2.2: To develop a "branding and marketing strategy" and establish criteria to measure success.

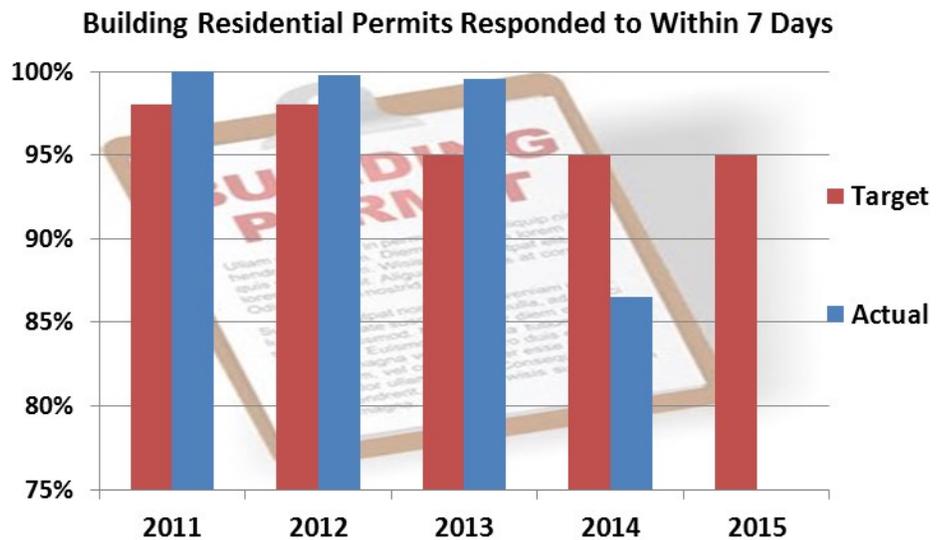
Strategy 2.2.2: Develop a campaign to highlight the City's economic strengths and opportunities

Approach: 2.2.2.8: Provide proper response time for inquiries

Measure: Provide initial response to new building residential permits within 5 working days (single family residence) from the time the permit is received 95% of the time.

Results: The fiscal year 2014 target was not met.

2015 Target: Same as 2014

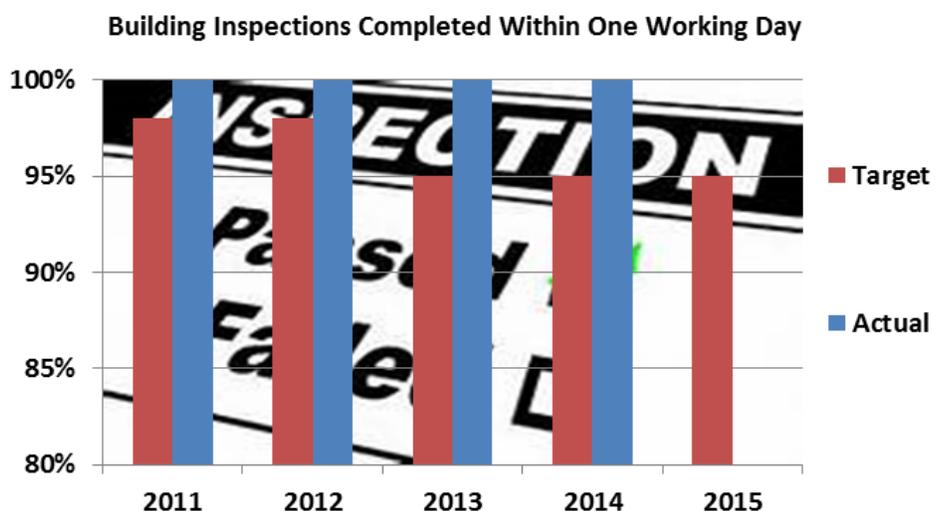


Approach: 2.2.2.9: Provide proper inspection and response time to complaints

Measure: Complete building inspections within one working day from the time the inspection is called in 95% of the time.

Results: The fiscal year 2014 target was met.

2015 Target: Same as 2014



Fire

Department Summary

The Fire Department provides basic and advanced life support and fire suppression/prevention services. The fire service area includes the City, as well as mutual aid response, when needed, within the County and other municipalities. In addition, the department is responsible for enforcing City, State, and Federal Fire and Life Safety Codes. This is accomplished by performing business inspections and public education. With the increase in sport activities at the local schools and the City's running series, the Fire Department provides rapid advanced medical service with Medical Emergency Response Vehicle (MERV's) units.

Three new stations were opened in fiscal year 2009, one of which also houses Fire Administrative Offices. A total of 54 FTE's, 25 Volunteer Firefighters and 18 Volunteer Fire Police members operate out of 5 fire stations located throughout the City. The Department is licensed for Advanced Life Support (ALS), non-transport with all front line apparatus licensed for ALS service. The results of a station location/fire response zone evaluation study conducted by an outside consulting firm as well as an Insurance Services Organization survey, will likely result in the need for additional stations and services throughout the City in the future. (The City I.S.O rating is currently a 4).

All front line fire apparatus are equipped with laptop technology interfaced with the Flagler County Sheriff's Office Computer Automated Dispatch system. A traffic signal control system has also been installed in front line fire apparatus to allow responding emergency apparatus, when responding to an incident, the ability to control traffic lights in order to reach their destination with minimal traffic delays.

Fire

Department Objectives

GOAL 3 : To leverage our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses

Objective 3.2 Increase efficiency through enhanced operations and technological advancements

Strategy 3.2.1 Review existing operational procedures and policies

Strategy 3.2.2 Evaluate current technological opportunities to reduce operational cost

GOAL 5 : To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for

Objective 5.2 Enhance safety measures throughout the community

Strategy 5.2.3 Seek partnerships to educate the public on safety concerns

Strategy 5.2.4 ISO standard improvement throughout the Organization

Approach 5.2.4.2 Strive for improved ISO rating for fire protection according to the recommendations of last evaluation

Strategy 5.2.6 Create, maintain and conduct staff training with implementation of the Comprehensive Emergency Management Plan

GOAL 6 : To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities

Objective 6.2 To develop in-house and identify external training opportunities for employees

Strategy 6.2.1 Create a comprehensive training program

Fire

Measuring Performance

Goal 3 - To leverage our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses

- √ Initiated study to seek in house technicians to maintain CAD to minimize external costs
- √ Initiated a feasibility study to seek an in house technician to maintain fire apparatus and small equipment to minimize external costs.

Goal 5 - To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events

- √ Rolled out 5 presentations for the City Website:
 - Disaster Preparedness
 - Health and Safety in the Workplace
 - Health and Safety in the Home
 - Our Role in the Community
 - Seasonal Risks and All Weather Awareness
- √ Completed 100% of all businesses inspected by Fire Safety Inspector
- √ Completed 100% of pre-fire planning for all business by engine companies
- √ Established a Fire Prevention and Community Outreach team to develop an outline for the future of public education
- √ Established a Fire Prevention and Community Outreach team to develop an outline for the future of public education.

Goal 6 - To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities

- √ Streamlined the fire training by fully activating “Target Safety’ training component
- √ Began a mentoring program for the promotional advancement of firefighters to the lieutenant position.
- √ Revamped the “Fire Employee Evaluations” form to be more task specific

Special Notes:

One area of the performance measures which will carry forward to 2014 is related to improving the ISO rating for fire protection. The measure has been re-evaluated and broken into smaller measures to make it more manageable in the future as well as to allow progress towards this objective to be better tracked.

KEY OUTCOME MEASURES:

Department: Fire

Goal 3: To leverage our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses

Objective 3.2: Increase efficiency through enhanced operations and technological advancements

Strategy 3.2.1: Review existing operational procedures and policies

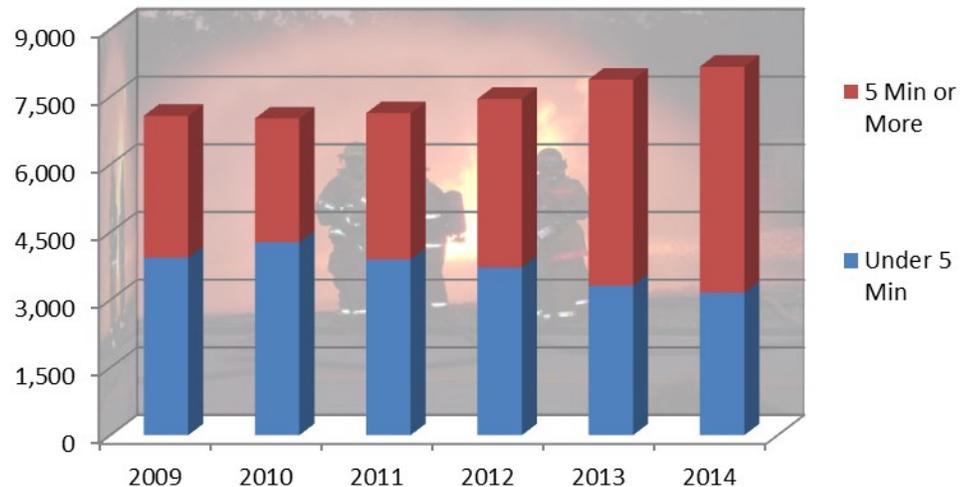
Approach 3.2.1.30: Explore methods to better align resources to ensure efficient delivery of services

*New Approach for 2015

2015 Target:

- (a) Inventory and evaluate duplication of fire and emergency services between other applicable agencies and present findings to City Council.
- (b) Coordinate with Flagler County on the use of EMS resources
- (c) Track and report quarterly on fire and emergency services “Calls for Response” on all responses 0-5 minutes, 6-8 minutes and any response times over 8 minutes.
- (d) Create a tracking mechanism for all call response times 6 minutes or more as to the delay in response to include “Out of COPC District for Emergency Calls”, “Out of Zone for emergency calls”, “Unavailable / Call in zone”, “Fire Training in zone”, Fire training out of zone”

Response Time for Fire Department Calls



Public Works

Department Summary

Public Works, through its various divisions, is responsible for providing the City's water and wastewater services and for maintaining City infrastructure including city buildings, streets, drainage systems and park facilities.

The Customer Service Division manages the front desk operations at the main City offices and the Utility office as well as staffing of a call center to handle incoming calls to the City. Primarily dealing with utility and stormwater accounts, the Customer Service Representatives are also equipped to help residents and customers with all sorts of city-related subjects. In 2013, Customer Serviced handled over 94,000 calls.

The Streets Division is tasked with maintaining the City rights-of-way and all associated infrastructure – pavement, sidewalks, signs and traffic signals. The Streets Division also picks up the litter, mows the grass on the side of the road and maintains the beautiful landscaping along the parkways. In 2013, an additional landscape crew was added to take over the maintenance of the portion of the parkway landscaping that was formerly contracted out.

The City's swales and ditches that are an integral part of the community-wide drainage system are maintained by the Stormwater Operations Division. Funded by stormwater fees, the division is responsible for maintenance and improvements to the stormwater runoff collection system including roadside swales, cross ditches, culvert pipes and catch basins.

The Utility Division provides water, wastewater and reuse services to the City of Palm Coast and surrounding areas. The Utility operates as an enterprise fund utilizing its operating revenues and capacity fees to cover its expenses with no support from tax dollars. It is the responsibility of the Utility Division to deliver a high quality of service to the citizens of Palm Coast and surrounding areas. This includes following all mandated compliance rules and regulations set forth in the operating permits issued by the various regulatory agencies and to be responsible stewards of the environment. The department maintains a twenty-four hour, seven day a week emergency call service to respond to the utility service needs of the citizens.

The Fleet Management (FM) Fund is an Internal Service Fund that is designed to maintain the City's fleet of vehicles and equipment and to accumulate reserves for the acquisition of replacements for the fleet when the useful life has expired. Transfers from the user departments provide the revenues necessary to accomplish this task.

The Public Works Department is also responsible for the maintenance of all city-owned facilities such as the Community Center, Frieda Zamba Pool, City-owned offices and all of the City parks including sports fields, playgrounds and the miles of trails and pathways.

Public Works

Department Objectives

GOAL 1 : To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.

Objective 1.1 To enhance infrastructure in order to maintain quality neighborhoods and business districts

Strategy 1.1.1 Projects targeted as highest priority shall be evaluated for potential upgrade or enhancement

Objective 1.2 To assess the need to expand infrastructure for sustainable growth

Strategy 1.2.1 Maintain an inventory of the condition and priority rating of infrastructure projects

Strategy 1.2.2 Coordinate facility capacity upgrades to meet the City's growth needs appropriately

Strategy 1.2.3 Keeping older neighborhoods attractive and relevant

GOAL 3 : To leverage our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses

Objective 3.1 Diversify our revenue sources

Strategy 3.1.2 Seek private / public partnerships

Objective 3.2 Increase efficiency through enhanced operations and technological advancements

Strategy 3.2.1 Review existing operational procedures and policies

Strategy 3.2.4 Seek in-house alternative to external services while maintaining high-quality services

GOAL 4 : To blend our residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife

Objective 4.1 To develop programs to enhance our water conservation strategies

Strategy 4.1.1 Utilize nature's water supply resources effectively for water supply

Strategy 4.1.2 Target expansion opportunities to utilize reclaimed water through established City processes

Objective 4.3 Evaluate current "Green" initiatives and targeted projects that are sustainability

Strategy 4.3.1 Reduce waste through sustainable practices

GOAL 5 : To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events

Objective 5.2 Enhance safety measures throughout the community

Strategy 5.2.1 Identify enhancements within park facilities to reduce hazards

Strategy 5.2.2 Continue to enhance safety improvements at intersections and along roadways

GOAL 6 : To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities

Objective 6.2 To develop in-house and identify external training opportunities for employees

Strategy 6.2.1 Create a comprehensive training program

Public Works

Measuring Performance

Goal 1 - To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.

- √ Construction of the Zero Liquid Discharge (ZLD) project 86% complete.
- √ Completed construction of the Beachside Wastewater pump station and force main which provides bulk wastewater service to Flagler County utilities at Beverly Beach.
- √ Installed a 4" reuse main from Old Kings Road to Holland Park to provide irrigation to the park.
- √ 50 miles of swale rehab completed.

Goal 4 - To blend our residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife.

- √ Received \$1.9 million in grants for water conservation and/or alternative supply projects.
- √ Relocated 31 palm trees from Palm Coast Pkwy to the Indian Trails Sports Complex.
- √ Wastewater crews continued the aggressive program to curb inflow/infiltration by completing smoke testing of 262,686 feet of pipe, inspecting via CCTV 194,939 feet of gravity sewers, sealing 27 manholes, repairing 67 sewer laterals, installing 35 point repairs and replacing 627 clean out caps.

Goal 6 - To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities

- √ Staff began a joint training program in the field of Water Treatment Plant Operation in conjunction with Flagler Technical Institute. Several students from the program have since been hired by the City and a second class has now begun.
- √ The Wastewater Treatment Plan won two safety awards. One from the Florida Water and Pollution Control Operators Association and one from the Florida Water Environment Association.
- √ Palm Coast Top Ops team won both the State and National competitions.
- √ Staff Environmental Specialist received two awards from Southeast Desalting Association to include their 2014 Distinguished Service Award for his contribution to the association serving on their board for 14 years and the Educator of the Decade award for developing and teaching of their membrane operator certification course.

KEY OUTCOME MEASURES:

Division: Facilities Maintenance

Goal 1: To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.

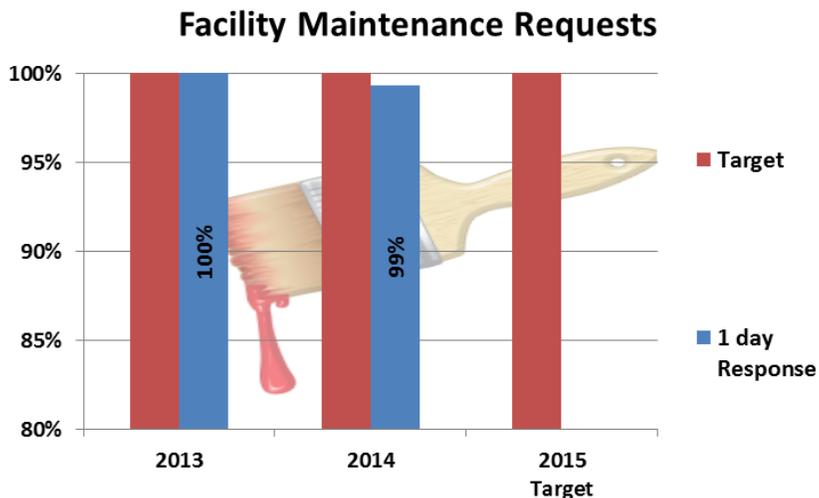
Objective 1.2: To assess the need to expand infrastructure for sustainable growth

Strategy 1.2.2: Coordinate facility capacity upgrades to meet the City's growth needs appropriately

Approach: 1.2.2.12: Inspect and maintain City facilities

Results: 581 out of 585 facility requests were responded to within 1 day.

2015 Target: Same as 2014



Division: Water Distribution

Goal 3: To leverage our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value added services to residents and businesses

Objective 3.2: Increase efficiency through enhanced operations and technological advancements

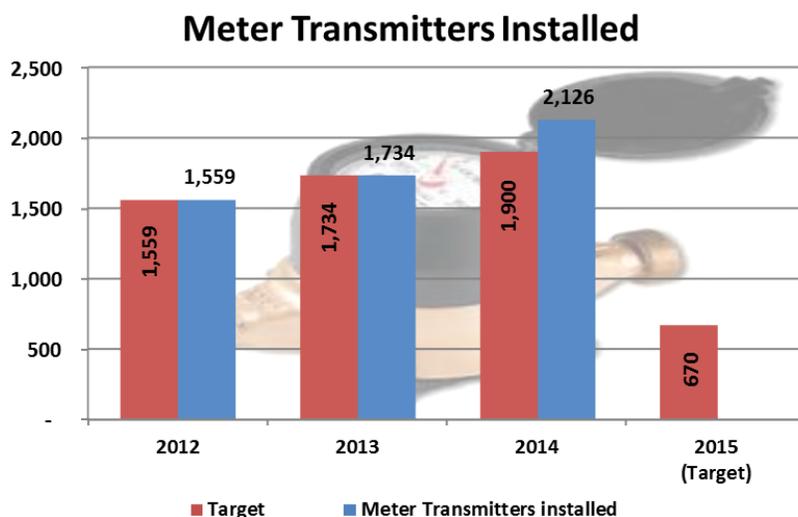
Strategy 3.2.1: Review existing operational procedures and policies

Approach: 3.2.1.14: Install meter transmitters to reduce meter reading time, improve efficiencies and record water consumption

Results: The fiscal year 2014 target of 1,900 meter transmitters to be installed was exceeded.

2015 Target: Install 670 meter transmitters.

The number of meter transmitters to be installed for fiscal year 2015 is targeted significantly less than previous years. This is due to budgetary constraints as a result of brass pricing increases. The addition of approximately 200 new home installations is also anticipated and will affect this number. Though the Performance Measure is only 670 new transmitter installations we hope to be able to install more if the brass increase is less than expected and if the number of new homes does not reach the projected levels.



Division: Water Operations

Goal 4: To blend our residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife

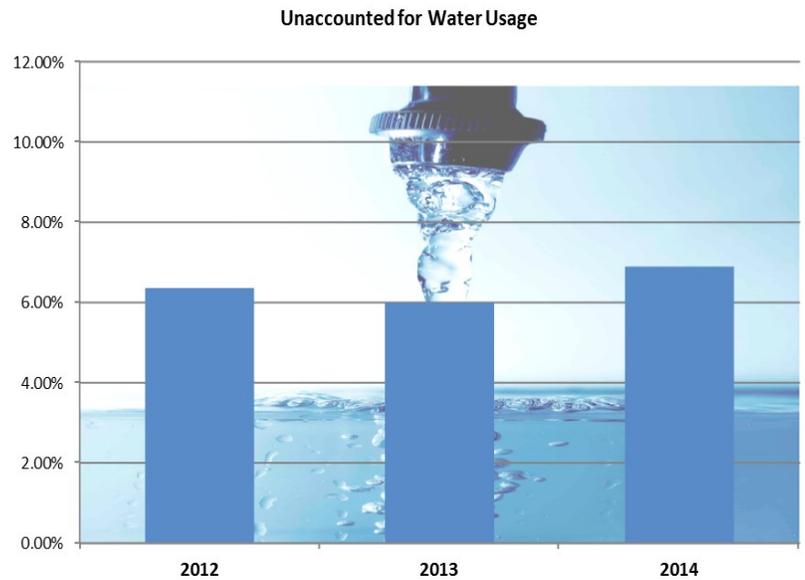
Objective 4.1: To develop programs to enhance our water conservation strategies

Strategy 4.1.1: Utilize nature's water supply resources effectively for water supply

Approach: 4.1.1.9: Monitor water loss

Results: Unaccounted for water loss remains on annual average below 10%

2015 Target: Maintain annual average below 10%



Division: Customer Service

Goal 4: To blend our residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife

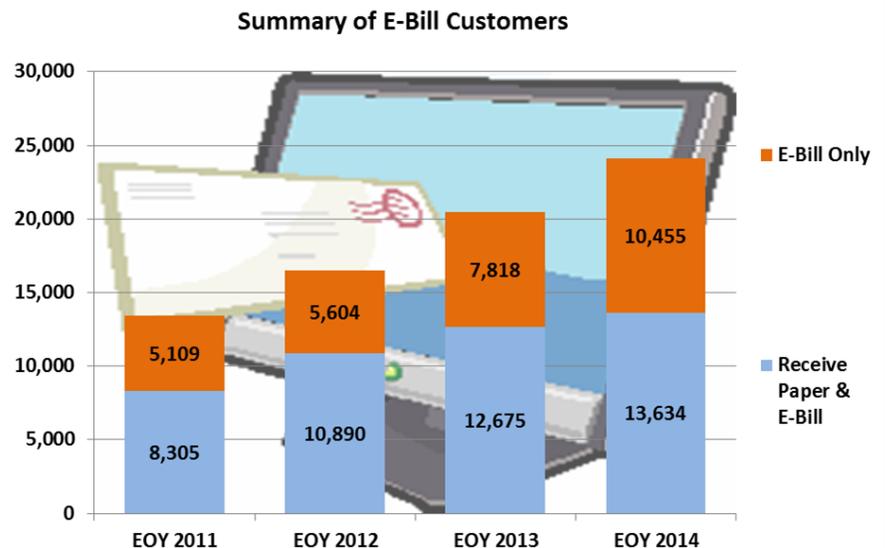
Objective 4.3: Evaluate current "Green" initiatives and targeted projects that are sustainability

Strategy 4.3.1: Reduce waste through sustainable practices

Approach: 4.3.1.4: Encourage the public to utilize paperless options

Results: The number of customers receiving electronic bills has increased 18% from FY 2013 to FY 2014. The number of customers receiving electronic bills only has increased by 8%.

2015 Target: Customer service will continue to do 6 promotions per year regarding electronic billing options.



Division: Water Quality

Goal 1: To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.

Objective 1.2: To assess the need to expand infrastructure for sustainable growth

Strategy 1.2.3: Keeping older neighborhoods attractive and relevant

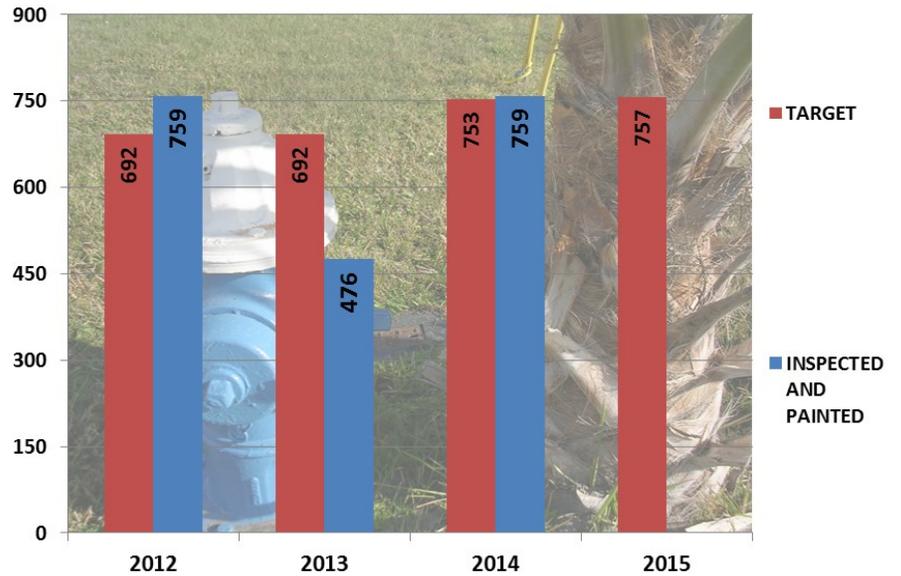
Approach: 1.2.3.9: Maintain Fire Hydrants

(a) *Inspect and paint 20% of all 3784 (757) City fire hydrants each year.*

Results: 20% of all City owned fire hydrants were inspected and painted in fiscal year 2014.

2015 Target: Same as 2014

City Fire Hydrants Inspected and Painted Each Year

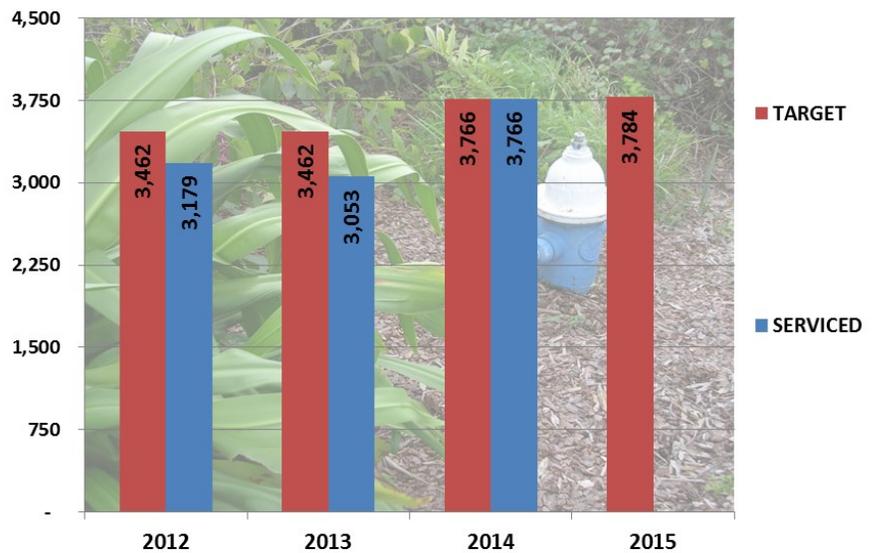


(b) *Service 100% of all 3784 City fire hydrants each year.*

Results: All City owned fire hydrants were serviced in fiscal year 2014.

2015 Target: Same as 2014

City Fire Hydrants Serviced Each Year



Division: Stormwater Operations

Goal 1: To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.

Objective 1.1: To enhance infrastructure in order to maintain quality neighborhoods and business districts

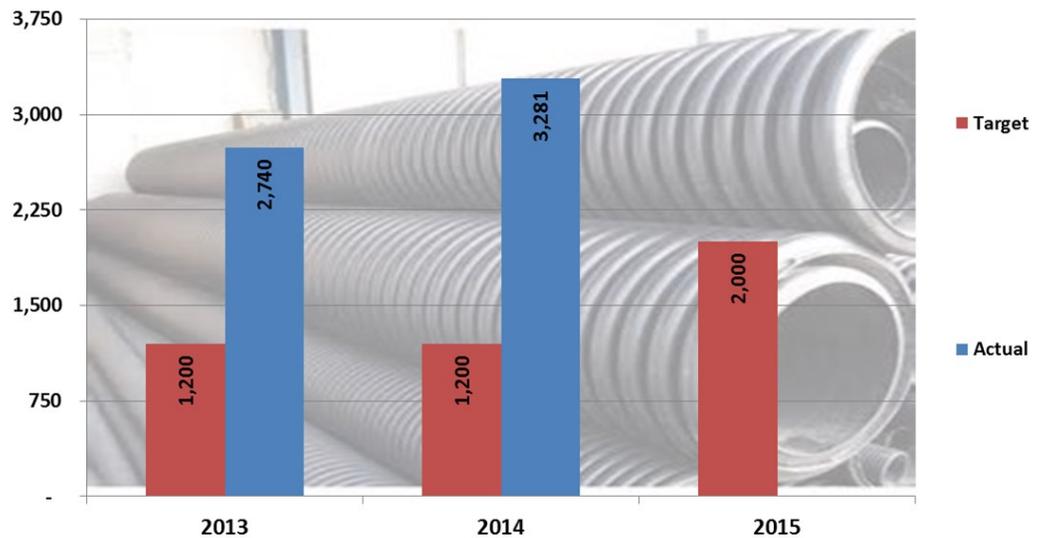
Strategy 1.1.1: Projects targeted as highest priority shall be evaluated for potential upgrade or enhancement

Approach: 1.1.1.5: Replace 2,000 LF of drainage pipe per year. (Budget Based)

Results: In fiscal year 2014 the target was more than doubled, replacing 3,281 of linear feet of drainage pipe.

2015 Target: In fiscal year 2015 the target is to replace 2,000 linear feet of drainage pipe.

Drainage Pipe (Linear Feet) Replaced



Engineering & Stormwater

Department Summary

This Department consists of two divisions: Engineering which is funded by the General Fund and Stormwater Engineering which comes out of the Stormwater Utility Fund. The Stormwater Fund is a proprietary fund, funded mostly by charges/fees for service.

The department is responsible for assisting with the design, construction, and maintenance of the City's infrastructure. Protocols have been set to ensure that new construction will meet the established technical standards and achieve a high quality of life, as determined by the elected officials

In 2004, the City of Palm Coast established a Stormwater Utility and the technical administrative functions of this utility are performed by the Engineering & Stormwater Department.

The Stormwater Division functions include: maintaining the freshwater and saltwater canal systems, modeling the existing stormwater drainage system, implementing the Stormwater Ordinance, calculating the equivalent residential units (ERU) for stormwater billing purposes, and preparation of plans for replacement or repair of the drainage system.

The Engineering Division's functions include: plan review of new infrastructure and developments, establishing technical standards, inventory of infrastructure assets, collecting field survey data, plan design, verifying legal descriptions, and providing interdepartmental supporting to all other departments with technical issues.

Engineering & Stormwater

Department Objectives

GOAL 1 : To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment

Objective 1.1 To enhance infrastructure in order to maintain quality neighborhoods and business districts

Strategy 1.1.1 Projects targeted as highest priority shall be evaluated for potential upgrade or enhancement

Objective 1.2 To assess the need to expand infrastructure for sustainable growth

Strategy 1.2.1 Maintain an inventory of the condition and priority rating of infrastructure projects

Strategy 1.2.2 Coordinate facility capacity upgrades to meet the City's growth needs appropriately

GOAL 2 : To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values

Objective 2.2 To develop a "branding and marketing strategy" and establish criteria to measure success

Strategy 2.2.2 Develop a campaign to highlight the City's economic strengths and opportunities

GOAL 3 : To leverage our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses

Objective 3.2 Increase efficiency through enhanced operations and technological advancements

Strategy 3.2.4 Seek in-house alternative to external services while maintaining high-quality services

GOAL 4 : To blend our residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife

Objective 4.1 To develop programs to enhance our water conservation strategies

Strategy 4.1.1 Utilize nature's water supply resources effectively for water supply

Objective 4.2 To evaluate the evolution of City of Palm Coast Recreation and Parks Facilities Master Plan projects

Strategy 4.2.1 Develop a phased approach to financing and constructing the Long Creek Nature Preserve Concept

Strategy 4.2.2 Build future bicycle / pedestrian connections to unique destinations

Objective 4.3 Evaluate current "Green" initiatives and targeted projects that are sustainability

Strategy 4.3.2 Staying in the forefront of sustainable communities in the State of Florida

Objective 4.4 Protect the environment through appropriate development strategies

Strategy 4.4.1 Protect natural green spaces to ensure a balance between the natural environment and development

GOAL 5 : To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events

Objective 5.2 Enhance safety measures throughout the community

Strategy 5.2.2 Continue to enhance safety improvements at intersections and along roadways

Strategy 5.2.5 Target natural hazard mitigation opportunities

Engineering & Stormwater

Measuring Performance

Goal 1 - To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.

- √ Completed rehabilitation of M-3 water control structure
- √ Completed Long Creek Nature Preserve.
- √ Rehab construction completed on Palm Harbor bridge at College Waterway.
- √ Completed stormwater modeling improvement for section 35.
- √ Weir design and construction completed for Bulldog Drive improvements.

Goal 4 - To blend our residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife.

- √ Released 2,600 Triploid Grass Carp into the freshwater canals to help control aquatic vegetation.
- √ Completed a floating wetland experimental project at Water Treatment Plant 3.

KEY OUTCOME MEASURES:

Department: Engineering and Stormwater

Goal 5: To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events

Objective 5.2: Enhance safety measures throughout the community

Strategy 5.2.2: Continue to enhance safety improvements at intersections and along roadways

Approach: 5.2.2.4: Maintain/ Replace water control structure to maintain ground water levels.

Results: In fiscal year 2014, 1 control structure was replaced.

2015 Target: Replace/repair 1 structure

	Target	# of Structures Repaired or Replaced	Structure Name
2010	1	1	BA-1
2011	1	1	R-1
2012	1	3	I-1, I-4, I-6 (3 Sisters)
2013	1	1	BT-2
2014	1	1	M-3
2015 Target	1	1	LO-1

LO-1 Water Control Structure Rehabilitation (2015 Project)



Parks and Recreation

Department Summary

Recreation is a hallmark of the Palm Coast experience. The mission of the Parks and Recreation Department is to provide comprehensive, quality and safe parks and recreation programs, facilities and services to enrich the quality of life for all of the residents and visitors to Palm Coast. We know that our residents and visitors seek high quality opportunities for recreation in our community.

With the many options available, our goal is to enhance and expand recreational opportunities that include programs for youth such as “schools out” and summer camp; toddler programs that focus on socialization for the parents as well as the toddler; adult programs for those who enjoy an active lifestyle and for those who enjoy exercising their minds. We also provide opportunities to explore the areas surrounding Palm Coast through our Discover trips program and our Critics Choice Dinner Club.

Special recreation events include the Starlight Event & Holiday Parade, Seafood Festival, Movies in Central Park, Rock ‘n’ Rib Festival, Egg’stravaganza, International Food & Wine Festival, Halloween Boo Bash, Youth Athletic Clinics and the July Parks and Recreation Month Celebration. These events invite visitors to Palm Coast and provide our residents the opportunity to share their bit of paradise with others.

Our facilities include the Frieda Zamba Swimming Pool offering residents a place to enjoy recreational swimming, swim instruction and special events. The Palm Coast Tennis Center has 10 lighted Hydro-clay courts for practice, instruction and social and league play. The Palm Harbor Golf Club brings affordable quality golf to the community.

The City of Palm Coast is consistently working to add new recreational opportunities and experiences for its citizens. In 2008, the City acquired the Long Creek Nature Preserve, a natural sanctuary surrounding 225 acres of wetlands located off of Palm Harbor Parkway. In spring of 2009, Ralph Carter Park opened adjacent to Rymfire Elementary School offering youths the City’s first skate park. Waterfront Park opened in September 2010 with a new fishing pier on the Intracoastal Waterway, picnic pavilions and playground. Indian Trails Sports Complex, in partnership with the Flagler County School Board, added 4 new multi-purpose fields in October 2011 that now hosts over 17 major sporting events throughout the year. New hiking and biking trails continue to be constructed throughout the City, connecting neighborhoods to family, friends and local businesses.

Parks and Recreation

Department Objectives

GOAL 2 : To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values

Objective 2.1 To develop an evaluation matrix to assess the implementation of Prosperity 2021

Strategy 2.1.1 Inventory progress to date and update projects and programs

GOAL 3 : To leverage our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses

Objective 3.1 Diversify our revenue sources

Strategy 3.1.2 Seek private / public partnerships

Objective 3.2 Increase efficiency through enhanced operations and technological advancements

Strategy 3.2.1 Review existing operational procedures and policies

GOAL 4 : To blend our residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife

Objective 4.3 Evaluate current "Green" initiatives and targeted projects that are sustainability

Strategy 4.3.1 Reduce waste through sustainable practices

GOAL 5 : To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events

Objective 5.1 Enhance community and visitors' recreational opportunities and experiences at community events

Strategy 5.1.1 Identify fun and interactive elements to incorporate into community events

Strategy 5.1.2 Promote the variety of local leisure and recreational activities

Objective 5.2 Enhance safety measures throughout the community

Strategy 5.2.1 Identify enhancements within park facilities to reduce hazards

Parks and Recreation

Measuring Performance

Goal 2 - To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values

- √ Two new events were hosted this year, the region B Premier League Soccer Tournament and the AAU Gymnastics Meet. These additional events generated over 4,000 visitors with over \$450,000 in visitor spending estimated.
- √ At the conclusion of FY 14 we have hosted 28 athletic events with an estimated \$4.3 million in visitor spending.

Goal 3 - To leverage our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses

- √ Community Center reservation revenue has almost doubled from FY 2013 to FY 2014. Rentals are up from 415 last fiscal year to 786 rentals in FY 2014.

Goal 5 - To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events.

- √ Completed a Facility Guide that highlights our facilities and associated amenities.
- √ 89 recreation programs were offered to the community this year. 35 of these programs were new.
- √ Construction of 2 multi-use fields were completed by Public Works staff at the Indian Trails Sports Complex expanding the complex from 8 fields to 10. This project was partially funded by the Tourist Development Council.

Special Notes:

One area of the performance measures that will carry forward to fiscal year 2015 is related to seeking sponsorship from local businesses to fund 4 fields at the Indian Trails Sports Complex.

KEY OUTCOME MEASURES:

Department: Parks and Recreation

Goal 5: To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events

Objective 5.1: Enhance community and visitors' recreational opportunities and experiences at community events

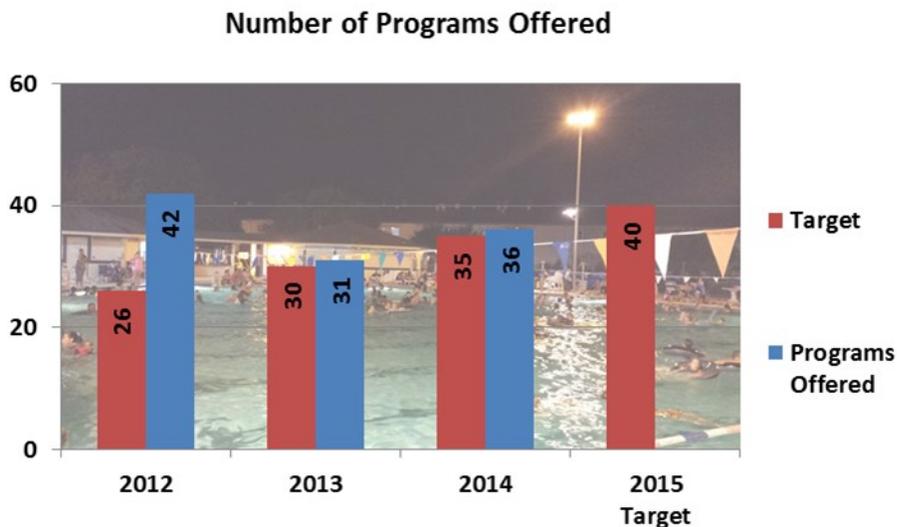
Strategy 5.1.1: Identify fun and interactive elements to incorporate into community events

Approach: 5.1.1.4: Increase the number of new programs and/or events offered to the community

(a) *Increase the number of programs offered to the community by 4 (1 per quarter) each year*

Results: In fiscal year 2014 the number of programs offered met the target.

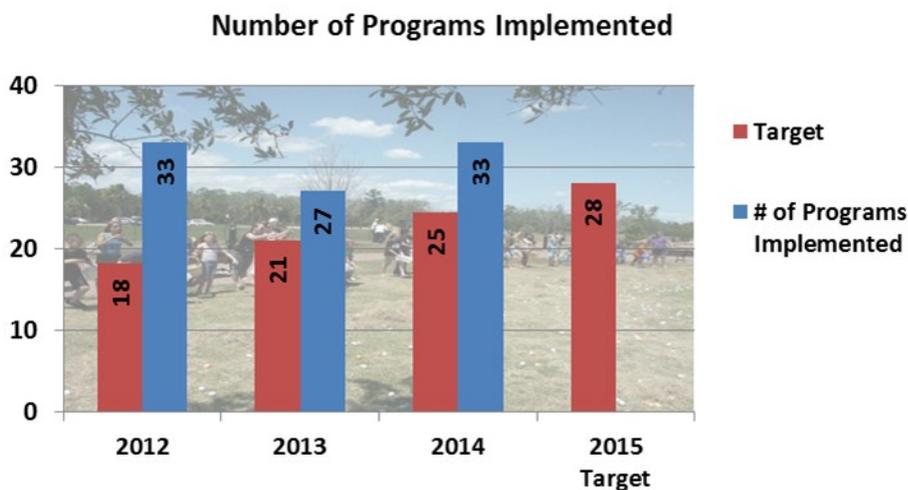
2015 Target: The target for fiscal year 2015 is to once again increase the number of programs offered by 4.



(b) *Of those programs offered in 5.1.1.4a, 70% have high enough participation to implemented.*

Results: In fiscal year 2014 the number of programs implemented more exceeded the target of 25 programs.

2015 Target: The target for fiscal year 2015 remains the same as 2014, to implement 70% of the programs offered.



Information Technology

Department Summary

The Information Technology Department's (IT) primary role is to provide services to other City departments and to distribute information to our citizens and customers.

This department is supported by the IT&C Fund, a proprietary fund, which is funded mostly by internal charges to other City departments. In addition the fund receives outside revenue from Cell Tower rentals as well as usage charges for Fiber Optic services. Palm Coast FiberNET, a municipal owned, fiber based, open access network, began offering service to businesses in late fiscal year 2010. This business revenue allows the City to reduce the overall operating expense to other departments.

These services are provided by three divisions: IT Applications, IT Operations, and Geographical Information Systems (GIS). In the past, the Video and Communications division was in this department but was recently moved to our Communications and Marketing Department.

IT provides, to our citizens and customers, services that include the development and maintenance of the City's website. Additional online services, such as the automated scheduling and payment of permit inspections, as well as the live streaming of City meetings, have also been introduced.

Continuing in the direction of "going green", IT has continued to implement paperless solutions this year to conserve resources and streamline processes. The use of tablet computers and consolidated printers, have furthered these "green" efforts. The IT department will continue to improve vital City processes while introducing new services where appropriate.

Palm Coast FiberNET

Business at Light speed

The City of Palm Coast's high performance fiber network is available for business and commercial use in Palm Coast. The goal of this effort is to create business opportunities for private sector service providers, lower the cost of telecom and broadband for local businesses and to help attract new businesses and job opportunities to the City. Broadband connections to businesses provide Internet access, a wider variety of telephone, videoconferencing, and other business class services.

Information Technology

Department Objectives

GOAL 1 : To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.

Objective 1.2 To assess the need to expand infrastructure for sustainable growth

Strategy 1.2.1 Maintain an inventory of the condition and priority rating of infrastructure projects

Strategy 1.2.2 Coordinate facility capacity upgrades to meet the City's growth needs appropriately

GOAL 2 : To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values

Objective 2.1 To develop an evaluation matrix to assess the implementation of Prosperity 2021

Strategy 2.1.1 Inventory progress to date and update projects and programs

Objective 2.2 To develop a "branding and marketing strategy" and establish criteria to measure success

Strategy 2.2.2 Develop a campaign to highlight the City's economic strengths and opportunities

GOAL 3 : To leverage our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses

Objective 3.1 Diversify our revenue sources

Strategy 3.1.1 Evaluate and target diversification of funding sources

Objective 3.2 Increase efficiency through enhanced operations and technological advancements

Strategy 3.2.1 Review existing operational procedures and policies

Strategy 3.2.2 Evaluate current technological opportunities to reduce operational cost

GOAL 4 : To blend our residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife

Objective 4.3 Evaluate current "Green" initiatives and targeted projects that are sustainability

Strategy 4.3.1 Reduce waste through sustainable practices

GOAL 5 : To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events

Objective 5.1 Enhance community and visitors' recreational opportunities and experiences at community events

Strategy 5.1.1 Identify fun and interactive elements to incorporate into community events

Objective 5.2 Enhance safety measures throughout the community

Strategy 5.2.1 Identify enhancements within park facilities to reduce hazards

GOAL 6 : To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities

Objective 6.3 To enhance awareness of customer service and relationships with our citizens

Strategy 6.3.1 Establish a Customer Experience Program to solicit customer feedback and ensure follow-up consultation

Information Technology

Measuring Performance

Goal 2 - To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values.

- √ A new website was deployed for the Business Assistance Center.

Goal 3 - To leverage our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses

- √ A Fiber Optic connection was completed to the Flagler County Emergency Operations Center.
- √ Completed a feasibility study for the long-term funding of the 800 MHz radios. The new plan will be implanted in FY 2015.
- √ The Operations division deployed a number of infrastructure enhancements to improve the City's network and safeguard our data. This includes a new data backup solution.

Goal 5 - To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events

- √ Software Applications staff worked with the Branding Team to develop a welcome email for new residents which includes information about their Council member as well as voting precinct and trash pick up days.
- √ Created an editable web application, for a collaborative project between Community Development and Stormwater.
- √ A new GIS server was deployed.

Special Notes:

Our challenges for the future will include growing FiberNET, continuing to refresh the technology used throughout our network, as well as formalizing our project management and process improvement systems.

KEY OUTCOME MEASURES:

Department: Information Technology

Goal 3: To leverage our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses

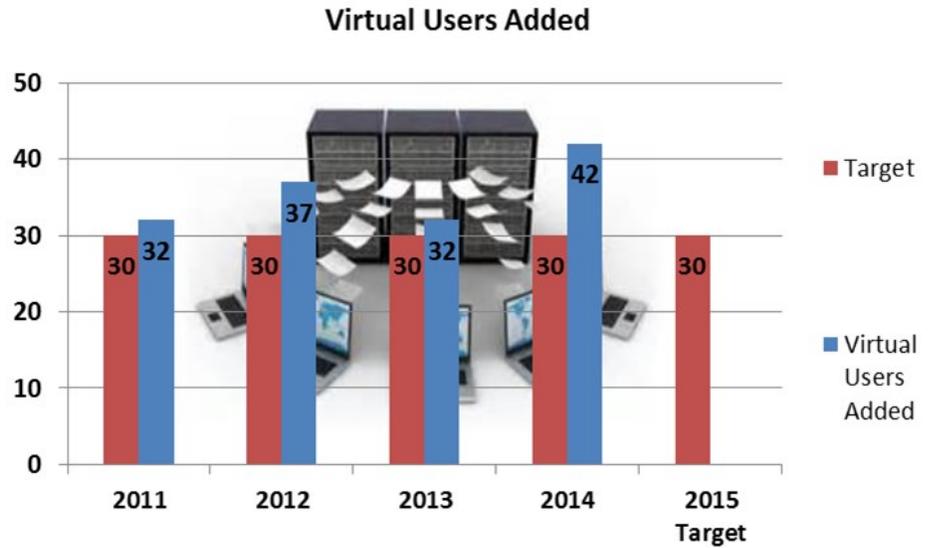
Objective 3.2: Increase efficiency through enhanced operations and technological advancements

Strategy 3.2.1: Review existing operational procedures and policies

Approach: 3.2.1.10: Continue virtualization initiative

Results: Target of 30 virtual users was met

2015 Target: Add 30 more virtual users





RESULTS BY GOAL

Results by Goal

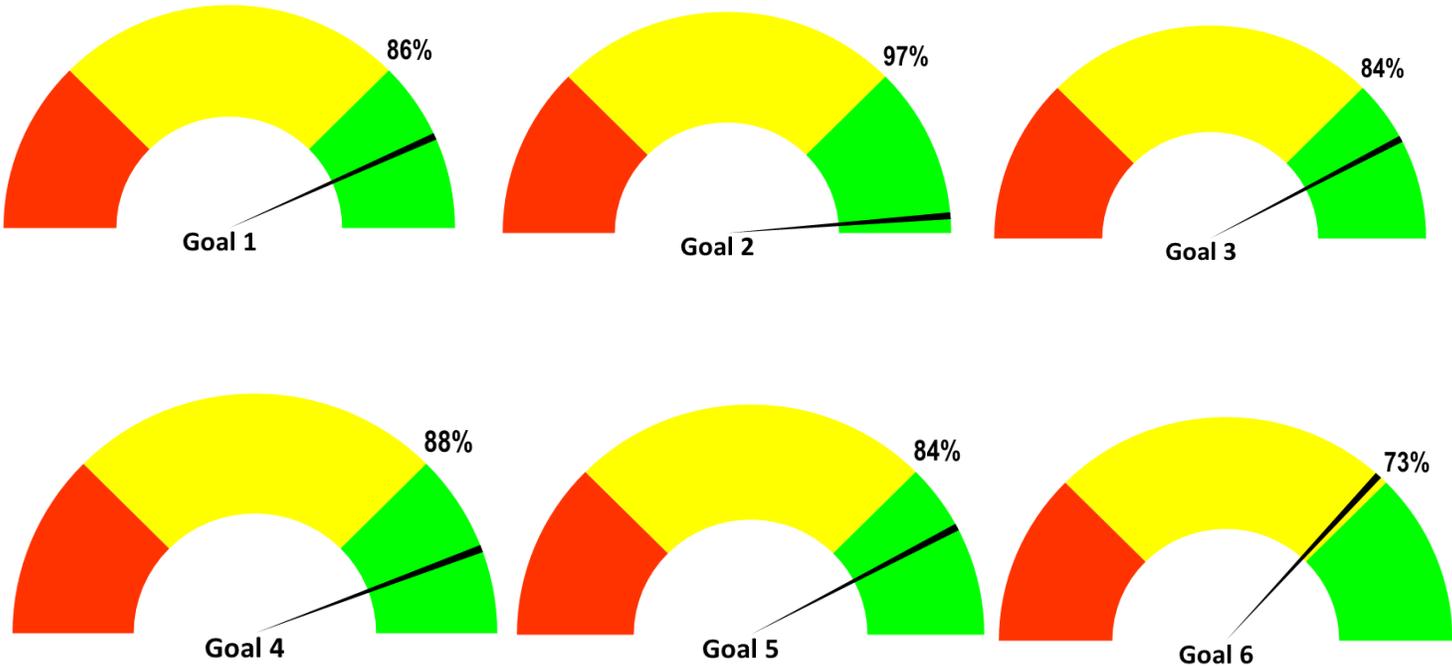
Reporting
Results

GOAL 1 : To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.	85.76%
Objective 1.1 To enhance infrastructure in order to maintain quality neighborhoods and business districts	93.70%
Strategy 1.1.1 Projects targeted as highest priority shall be evaluated for potential upgrade or enhancement	93.70%
Objective 1.2 To assess the need to expand infrastructure for sustainable growth	83.40%
Strategy 1.2.1 Maintain an inventory of the condition and priority rating of infrastructure projects	81.02%
Strategy 1.2.2 Coordinate facility capacity upgrades to meet the City's growth needs appropriately	79.59%
Strategy 1.2.3 Keeping older neighborhoods attractive and relevant	95.45%
GOAL 2 : To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values	96.82%
Objective 2.1 To develop an evaluation matrix to assess the implementation of Prosperity 2021	100.00%
Strategy 2.1.1 Inventory progress to date and update projects and programs	100.00%
Objective 2.2 To develop a "branding and marketing strategy" and establish criteria to measure success	94.15%
Strategy 2.2.1 Expand the use of "Find Your Florida"	100.00%
Strategy 2.2.2 Develop a campaign to highlight the City's economic strengths and opportunities	91.69%
Strategy 2.2.3 Support event activities that provide positive economic impact for the community	100.00%
Objective 2.3 To promote the Palm Coast Business Assistance Center as the destination center for small business training and support in Flagler County	100.00%
Strategy 2.3.1 Develop a branding strategy which supports strengths of the SBDC/BAC partnership and resources and programs available	100.00%
Strategy 2.3.2 To create programs which assist small businesses in improving sales and profits	100.00%
Strategy 2.3.3 To develop education programs which encourage a broader participation rate for all businesses in Flagler County and across Florida	100.00%
Strategy 2.3.4 To strengthen the BAC partner effort in order to provide a unified approach to helping existing Flagler County businesses	100.00%
GOAL 3 : To leverage our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	83.65%
Objective 3.1 Diversify our revenue sources	78.85%
Strategy 3.1.1 Evaluate and target diversification of funding sources	75.00%
Strategy 3.1.2 Seek private / public partnerships	85.00%
Objective 3.2 Increase efficiency through enhanced operations and technological advancements	89.58%
Strategy 3.2.1 Review existing operational procedures and policies	87.02%
Strategy 3.2.2 Evaluate current technological opportunities to reduce operational cost	100.00%
Strategy 3.2.3 Continue and enhance unique volunteer opportunities that offset operational service and enhance investment in the community	96.67%
Strategy 3.2.4 Seek in-house alternative to external services while maintaining high-quality services	100.00%
Objective 3.3 Establish system to continually evaluate and enhance internal financial controls	0.00%
Strategy 3.3.1 Create an anonymous reporting program to alert of potential financial improprieties	0.00%
Strategy 3.3.2 Annual evaluation and risk assessment to target opportunities to strengthen controls throughout the organization	0.00%
GOAL 4 : To blend our residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife	88.14%
Objective 4.1 To develop programs to enhance our water conservation strategies	95.11%
Strategy 4.1.1 Utilize nature's water supply resources effectively for water supply	93.71%
Strategy 4.1.2 Target expansion opportunities to utilize reclaimed water through established City processes	100.00%
Objective 4.2 To evaluate the evolution of City of Palm Coast Recreation and Parks Facilities Master Plan projects	84.07%
Strategy 4.2.1 Develop a phased approach to financing and constructing the Long Creek Nature Preserve Concept	92.50%
Strategy 4.2.2 Build future bicycle / pedestrian connections to unique destinations	82.48%
Strategy 4.2.3 Identify unique user experiences through technological enhancements and innovative design principles	80.00%
Objective 4.3 Evaluate current "Green" initiatives and targeted projects that are sustainability	83.23%
Strategy 4.3.1 Reduce waste through sustainable practices	75.61%
Strategy 4.3.2 Staying in the forefront of sustainable communities in the State of Florida	100.00%
Strategy 4.3.3 Develop Alternative Energy Strategy	100.00%
Objective 4.4 Protect the environment through appropriate development strategies	98.25%
Strategy 4.4.1 Protect natural green spaces to ensure a balance between the natural environment and development	98.25%

GOAL 5 : To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events	84.21%
Objective 5.1 Enhance community and visitors' recreational opportunities and experiences at community events	95.21%
Strategy 5.1.1 Identify fun and interactive elements to incorporate into community events	80.82%
Strategy 5.1.2 Promote the variety of local leisure and recreational activities	100.00%
Objective 5.2 Enhance safety measures throughout the community	78.78%
Strategy 5.2.1 Identify enhancements within park facilities to reduce hazards	70.00%
Strategy 5.2.2 Continue to enhance safety improvements at intersections and along roadways	94.69%
Strategy 5.2.3 Seek partnerships to educate the public on safety concerns	94.44%
Strategy 5.2.4 ISO standard improvement throughout the Organization	90.16%
Strategy 5.2.5 Target natural hazard mitigation opportunities	75.00%
Strategy 5.2.6 Create, maintain and conduct staff training with implementation of the Comprehensive Emergency Management Plan	16.67%
Objective 5.3 Seek partnerships with educational institutions and community groups to expand educational, social and cultural opportunities	85.83%
Strategy 5.3.1 Share resources between organizations to broaden citizen experiences	100.00%
Strategy 5.3.2 Expand outreach opportunities to identify and network resources	64.58%
GOAL 6 : To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities	72.85%
Objective 6.1 To develop a program to improve staff retention and recognize individual skill and talents	79.12%
Strategy 6.1.1 A program to identify individual skills and foster improvement of professional skills	73.90%
Strategy 6.1.3 Develop an Employee Motivation and Reward Program	97.38%
Objective 6.2 To develop in-house and identify external training opportunities for employees	73.19%
Strategy 6.2.1 Create a comprehensive training program	75.33%
Strategy 6.2.2 Assess staff position descriptions, training, certification, public policy needs that benefit the Organization and the Community	62.50%
Objective 6.3 To enhance awareness of customer service and relationships with our citizens	52.50%
Strategy 6.3.1 Establish a Customer Experience Program to solicit customer feedback and ensure follow-up consultation	10.00%
Strategy 6.3.2 Develop a reach-out initiative to enhance community awareness of City services	100.00%
Strategy 6.3.3 Create a customer service element to City-wide employee training program	50.00%
Objective 6.4 To coordinate with regional public and private educational institutions to identify partnership opportunities which benefit both parties	35.00%
Strategy 6.4.1 Seek and solicit student internship opportunities with educational institutions	35.00%

SUMMARY BY GOAL

For fiscal year 2014, five out of the six City Council goals showed that overall progress for the year was well over 75%. Goal 6, related to workforce talent, was slightly below 75% and will continue to remain a focus for the organization in fiscal year 2015.



Performance Measurement Glossary

Benchmark

A level of achievement against which an organization can measure their progress. Benchmarks can be used to compare processes or results against an internal or external standard.

Goal

A broad statement of direction, purpose or intent. What is expected to be achieved sometime in the future. The terms goals and objectives are sometimes used interchangeably in practice.

Key Outcome

A desired level or target the organization is striving to reach.

Measure

A value, characteristic or metric used to track performance results of a program, service or organization. Sometimes referred to as an indicator.

Mission

A description of the purpose of an organization.

Outcome

The result of a program or service, set of activities, or a strategy. An outcome does not describe what was done but rather the impact of what was done.

Result

The outcome of a program, service, set of activities or strategy. Not a description of what was done but the impact of what was done.

Strategic Planning

Systematically addressing an organization's purpose, internal or external environment, value to citizens and current and future plans for action.

Target

A desired level or key outcome related to a performance measure. The objectives that an organization is striving to reach.